



COMMONWEALTH of VIRGINIA

Thelma D. Drake
Director

DEPARTMENT OF RAIL AND PUBLIC TRANSPORTATION
600 EAST MAIN STREET, SUITE 2102
RICHMOND, VA 23219

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VIRGINIA RELAY CENTER
1-800-828-1120 (TDD)

Contract for General Planning Consultant Services for Transit Projects in Virginia

Contract Number 505-13-CC0008

THIS CONTRACT for General Planning Consultant Services for Transit Projects in Virginia is entered into this 19th day of June, 2013 by Michael Baker Jr., Inc. (the "Contractor"), and Commonwealth of Virginia, Department of Rail and Public Transportation (DRPT), (the "Department" or "Purchasing Agency").

WHEREAS, on March 28, 2013 in keeping with the Virginia Public Procurement Act, §§ 2.2-4300 *et seq.* of the *Code of Virginia* (the "Act"), the Department issued Request for Proposal number 505-13-RR0001 (the "RFP") seeking competitive negotiation for General Planning Consultant Services for Transit Projects in Virginia; and

WHEREAS, on April 26, 2013, the Contractor submitted a proposal (the "Proposal"), which is hereto attached and marked as Exhibit B; and

WHEREAS, after consideration and evaluation of all the proposals pursuant to the Act, the Department has determined that a contract should be awarded to the Contractor.

NOW THEREFORE, in consideration of mutual covenants, promises and agreements herein contained, and other good and valuable consideration, the sufficiency of which is hereby acknowledged, the parties agree as follows:

1. **SCOPE OF WORK:** The Contractor shall provide the services to the Department as set forth in the following:
 - a. The RFP, which is hereto attached, marked as Exhibit A, and made a part of this document:
 - b. The Proposal which is hereto attached and marked as Exhibit B and hereby made a part of this document, and the negotiated modifications to the proposal dated June 4, 2013, which is hereto attached and marked as Exhibit C, and hereby made a part of this document.

2. **TERM.** The term of this contract shall be for a period of three years, renewable for up to two successive one-year periods.

3. **CERTIFICATION REGARDING LOBBYING:** The Contractor hereby certifies that it is in compliance with 49 C.F.R. Part 20, Certification Regarding Lobbying.

4. **NOTICE TO PROCEED:** No work shall be done by the Contractor prior to receipt of written notice to proceed in the form of an eVA Task Order from the Department Contract Manager. The Department will not be responsible for payment for work done in advance of such notice.

5. **ADDITIONAL TERMS:** This will be a Requirements contract with fixed labor rates. The consideration for Task Orders will be paid on a fixed billable rate basis using fully loaded hourly bill rates as shown in the attachment. The fully loaded hourly bill rates will remain constant for the first three years of the contract. Fees for specific task assignments shall be in accordance with the Price/Cost Chart included in the Final Price Schedule for the approved individuals assigned to the task. Task Orders may be issued on a fixed price or time and materials basis. All Task Orders will have a maximum cost.

IN TESTIMONY THEREOF, the parties have caused this contract to be executed, each by its duly authorized officers, all as of the day, month, and year hereinabove first written.

MICHAEL BAKER JR, INC.

**DEPARTMENT OF RAIL AND
PUBLIC TRANSPORTATION**

By: Paul Prideaux

By: Ashley Nusbaum

Name: Paul Prideaux

Ashley Nusbaum
Financial Compliance and
Procurement Analyst

Title: Vice President

Date: 6/19/13

Date: 6/19/13

REQUEST FOR PROPOSAL

505-13-RR0001

General Planning Consultant Services Contract for Transit Projects in Virginia

There will be an optional pre-proposal conference for this solicitation

April 9, 2013 at 10:00 a.m.

Vendor Registration: In order to receive an award, the firm must be a registered Vendor with eVA.

Note: This public body does not discriminate against faith based organizations in accordance with the *Code of Virginia*, § 2.2-4343.1 or against an offeror because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law.



Request for Proposal (RFP) Cover Sheet

RFP #: **505-13-RR0001**

Issue Date: **March 28, 2013**

Title: **General Planning Consultant Services Contract for Transit Projects in Virginia**

Commodity Code: **918-96 Transportation Consulting**

Issuing Agency: **Commonwealth of Virginia
Department of Rail and Public Transportation
600 East Main Street, Suite 2102
Richmond, VA 23219**

Initial Period of Contract: **Three years from date of award**

Proposals Will be received until: **April 26, 2013
4:00 p.m.**

All inquiries must be directed in writing to: **Ashley Nusbaum, Procurement Manager
ashley.nusbaum@drpt.virginia.gov**

No proposal will be accepted after the closing date and time unless the closing date and time is modified by written addendum. Proposals must be sealed and mailed or hand delivered to the appropriate delivery address identified above.

In compliance with this RFP and all conditions imposed in this RFP, the undersigned firm offers and agrees to furnish the services in accordance with the attached signed proposal or as mutually agreed upon by subsequent negotiation, and hereby certifies that all information provided below and in any schedule attached hereto is true, correct, and complete.

Name and Address of Firm:

_____	_____
_____	Date
_____	_____
_____	Signature in Ink
_____	_____
_____	Printed or Typed Name of Above
FEI/FIN Number	_____
_____	Phone
E-mail	_____
_____	Fax

Note: An Optional Pre-Proposal Conference will be held on April 9, 2013 at 10:00 a.m. See Section VIII for more information.

Small Businesses, Women-Owned Businesses, and Minority-Owned Businesses are encouraged to participate.

REQUEST FOR PROPOSAL

General Planning Consultant Services Contract for
Transit Projects in Virginia

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General Planning Consultant Services Contract for Transit Projects in Virginia (Transit GPC)

I. CONTRACT AMOUNT AND TERM

The initial contract term shall be for a period of three years, renewable for up to two successive one-year periods. The compensation of this contract is estimated to be \$15,000,000 (to be divided among qualified firms). The effective date of the contract will be determined at time of award.

II. PURPOSE

The Department of Rail and Public Transportation (DRPT), an agency of the Commonwealth of Virginia, is issuing this Request for Proposal (RFP) to solicit sealed proposals for the purchase of General Planning Consultant Services related to DRPT's transit programs, projects, and initiatives. **It is the intent of DRPT to award to multiple qualified firms.**

III. BACKGROUND

DRPT is an agency of the Commonwealth of Virginia created in 1992. DRPT's mission is to improve the mobility of people and goods while expanding transportation choices in the Commonwealth. DRPT consists of the Director's office and two divisions: (1) Rail and Transit and (2) Finance and Administration.

DRPT's Rail Division assists passenger rail operations, freight rail operations, planning and special projects. Passenger and freight rail operations involve coordinating with both public and private entities to enhance rail operations, planning and development. Rail Planning involves providing input on state and federal rail policy and regulations, track abandonment, freight and passenger rail feasibility analysis, identification of freight rail needs, and updates to state rail studies, maps and plans. Rail special projects include demand analysis for passenger rail studies, rail capacity analysis, and coordinating with local and regional transportation authorities on rail modeling issues and intermodal studies.

The Transit Division assists more than 40 public transit agencies, 50 human service providers and 15 commuter assistance agencies that combined carry nearly 700,000 Virginians to work every day in something other than their own cars. Transit demand management services are provided through a unique partnership between DRPT, 15 local commuter assistance programs, Metropolitan Planning Organizations, various Transportation Management Associations (TMAs) and the Virginia Department of Transportation (VDOT). DRPT also provides technical and financial support to local commuter assistance agencies through grant programs, research, training, and marketing assistance.

The Finance and Administration Division is responsible for administering agency funds that empower our grantees to deliver efficient, effective transportation services. DRPT has a complex accounting environment utilizing 15 funds to account for 2000 open grants and projects involving the activities of approximately 75 grantees. DRPT is a funding and technical assistance participant in projects that combine federal, state, and local funding.

IV. STATEMENT OF NEEDS

The scope of work to be provided under this contract may cover the full range of activities required by federal, state, regional and local processes for public transportation and congestion management planning and projects. These transit activities include: project feasibility/identification, environmental analysis, public participation, marketing, research, financial planning, strategic planning/capital investment planning, operations planning and analysis, project/program evaluation, safety and security, short-range plan and program development, and training and technology/Intelligent Transportation Systems (ITS).

Potential Services to be provided for Transit

1. **Project Feasibility/Identification and Alternatives Analysis** – Conduct planning studies for rail and bus transit and congestion management projects as directed that meet federal, state, regional and local processes. Develop demand or market forecasts including utilizing transportation forecasting models when required. Develop alternatives for analysis and capital cost estimates necessary to support planning studies. Develop operating scenarios utilizing operational models and other tools and estimate operating costs and revenues.
2. **Environmental Analysis** – Recipients of federal funds must ensure that projects are in compliance with all environmental laws regardless of which federal agency authorizes the funding (i.e., Federal Transit Administration or Federal Highway Administration). Must be able to conduct in whole or in part, categorical exclusions, environmental assessments, environmental impact statements, and alternatives analyses, as required by the National Environmental Policy Act (NEPA) as amended (42 U.S.C. § 4321 *et seq.* and 23 C.F.R. pt. 771).
3. **Public Participation** – Establish and implement comprehensive public participation programs and outreach activities for planning studies and projects that meet the requirements of federal, state, regional and local processes.
4. **Marketing and Research** - Develop, produce and implement marketing, consumer research and public relations programs associated with applicable projects/programs.
5. **Financial Planning and Analysis** - Conduct financial studies as directed. Evaluate capital and operating and maintenance funding sources and options, including various financing tools. Develop project expenditure and cash flow forecasts.
6. **Strategic Planning/Capital Investment Planning** – Assist in the development of strategic and/or capital investment plans for DRPT and other authorized users as directed.
7. **Operations Planning and Analysis** – Review and conduct comprehensive operations planning and analysis for DRPT and other authorized users as directed. Develop demand or market forecasts including utilizing transportation forecasting models when required. Develop operating scenarios utilizing operational models and other tools and estimate operating costs and revenues.
8. **Project Evaluation** – Develop and implement evaluation programs that analyze the effectiveness, success and results of DRPT programs and projects.

9. **Safety and Security** – Conduct safety and security assessments of transit operators, evaluate system safety plans, conduct safety and security training and exercises for transit operators as requested.
10. **Short-Range Plan and Program Development** – Prepare updates to Transit Development Plans and Transportation Demand Management (TDM) Plans to identify needs and required resources for modifying/enhancing services and provide a basis for evaluating funding requests.
11. **Training** – Assist with developing training materials and conducting training courses for DRPT and other authorized users that are related to DRPT programs and industry specific issues.
12. **Technology/ITS** – Assist DRPT in the evaluation of technology products and systems designed to improve the efficiency and effectiveness of DRPT and other authorized users, including various Information Technology solutions and Intelligent Transportation Systems.

V. PROPOSAL PREPARATION AND SUBMISSION REQUIREMENTS

PROPOSED PROCUREMENT SCHEDULE:

Issue Date of RFP	March 28, 2013
Pre-Proposal Conference	April 9, 2013
Deadline for receipt of Proposals	April 26, 2013
Oral Presentations (if needed)	Week of May 15, 2013
Negotiations	May 20, 2013
Proposed Contract Award (Dependant upon timing of Oral presentations)	June 3, 2013

GENERAL REQUIREMENTS

1. RFP Response

The Offeror (“Offeror”) is the firm submitting the proposal, and for Federal Terms and Conditions, means Contractor as normally used in those terms and conditions. In order to be considered for selection, Offerors must submit a complete sealed written response to this RFP. One original of each proposal and five copies, each of which are marked “Copy,” must be submitted to DRPT in addition to one electronic version on a compact disc (CD).

Proprietary information must be clearly marked as proprietary prior to submittal. If the Offeror wishes to submit a version of the proposal that has proprietary information redacted, the redacted version must be submitted in electronic format on a CD and must redact all proprietary information. Section numbers which are redacted must be identified as follows: Example: Section 3, paragraph B: “Redacted.” The Offeror is responsible for ensuring that the redacted version of the proposal is carefully edited, altered, and refined in order to protect and maintain complete confidentiality of protected information.

No other distribution of the written proposal shall be made by the Offeror.

The signed proposal must be returned in an envelope or package, sealed and identified as follows:

From:	<u>04/26/2013</u>	<u>4:00 p.m.</u>
	Name of Offeror	Due Date
		Time
		<u>505-13-RR0001</u>
	Street or Box Number	RFP No.
		<u>Transit GPC</u>
	City, State, Zip Code	RFP Title

Name of Contract/Purchase Officer or Buyer **ASHLEY NUSBAUM**

Proposals must be received at the following location by April 26, 2013 at 4:00 p.m.

Commonwealth of Virginia
Department of Rail and Public Transportation
600 East Main Street, Suite 2102
Richmond, VA 23219

In addition, the Offeror may be required to make a subsequent oral presentation detailing how the Offeror would approach the specific program objectives outlined in the Statement of Needs.

DRPT reserves the right to ask any Offeror to submit information missing from its offer, to clarify its offer, and to submit additional information which DRPT deems desirable, and does not affect quality, quantity, price or delivery.

2. Written Proposal Preparation

A. Proposals shall be signed by an authorized representative of the Offeror. All information requested must be submitted. Failure to submit all information requested may result in DRPT requiring prompt submission of missing information and/or giving a lowered evaluation of the proposal. Proposals, which are substantially incomplete or lack key information, may be rejected by DRPT at its discretion.

B. Proposals must be organized in the order in which the requirements are presented in the RFP. All pages of the proposal must be numbered. Each paragraph in the proposal must reference the paragraph number of the corresponding section of the RFP. It is also helpful to cite the paragraph number, subletter, and repeat the text of the requirement as it appears in the RFP. If a response covers more than one page, the paragraph number and subletter must be repeated at the top of the next page. The proposal must contain a table of contents which cross-references the RFP requirements. Information which the

Offeror desires to present that does not fall within any of the requirements of the RFP must be inserted at an appropriate place or be attached at the end of the proposal and designated as additional material. Proposals that are not organized in this manner risk elimination from consideration if the evaluators are unable to find where the RFP requirements are specifically addressed.

C. Proposals should be prepared simply and economically, providing straightforward, concise description of capabilities to satisfy the requirements of the RFP. Emphasis should be on

completeness and clarity of content. Each copy of the proposal must be in a single volume where practical. Elaborate brochures and other representations beyond that sufficient to present a complete and effective proposal are neither required nor desired. **No proposal, in its entirety, should exceed 100 pages one-sided.**

SPECIFIC PROPOSAL REQUIREMENTS

Proposals must be as thorough and detailed as possible so that DRPT may properly evaluate the Offeror's capabilities to provide the required services. Offerors are required to submit the following items in order for their proposal to be considered complete.

Proposals shall be binding upon the Offeror for 120 days following the proposal due date. If the proposal is not withdrawn at that time, it remains in effect until an award is made or the solicitation is canceled. Every effort will be made by DRPT to provide status information during the selection process.

RFP Cover Sheet – The RFP Cover Sheet which is page two of this RFP shall be completely filled out and signed as required.

State Corporation Commission (SCC) Identification Number – See Attachment B - Special Terms and Conditions for the SCC Identification Number reporting requirement.

Tab 1 Understanding of Work and Plan for Providing Services – The Offeror must provide a detailed description of its understanding of the services to be provided with descriptions of the approach and procedures employed on similar projects elsewhere. The Offeror must describe the process it will follow to respond to a specific purchase order request from DRPT. The Offeror must also describe the management procedures it will follow to oversee work by its personnel and work by subcontractors on multiple purchase orders simultaneously.

Tab 2 Experience and Qualifications – The Offeror must describe the skills and qualifications it has available to perform the various types of tasks described in the Statement of Needs. The key personnel who could be assigned to these various tasks must be identified. The Offeror must demonstrate that it has sufficient personnel with the various types of skills needed to staff the purchase orders when needed. The Offeror shall provide all of the following information concerning its company, subcontractor and personnel qualifications.

- A.** A detailed statement indicating the organizational structure under which the firm proposes to conduct business. If more than one firm is involved in this project, state the type of arrangement between the firms and the percentage of work to be performed by each.
- B.** A list of the key personnel including subcontractors who could be assigned to the various tasks identified. Give the relevant experience record of each and include resumes and any certifications.
- C.** A list of references to include name, address, telephone number, email address, project, and dollar amount of project.
- D.** A Certificate of Insurance with at least the minimum amount of coverage cited in the Insurance clause in Attachment A - Required General Terms and Conditions of the RFP.

Tab 3 Virginia Department of Minority Business Enterprise (DMBE) Small Businesses, Women-Owned Businesses, and Minority-Owned Businesses (SWAM) Participation – The Offeror shall indicate the percentage of DMBE SWAM participation and specify the types of work to be performed by DMBE SWAM subcontractors. In order to be considered for the selection of this RFP, the Offeror must include Attachment C - Small Business Subcontracting Plan in each copy of the proposal.

- A. If the Offeror on the contract is a DMBE-certified small business, the Offeror shall indicate such in Section A of Attachment C. This shall include DMBE-certified women-owned and minority-owned businesses that meet the small business definition and have received the DMBE small-business certification.
- B. If the Offeror is not a DMBE-certified small business, the Offeror is required to identify the portions of the contract the Offeror plans to subcontract to DMBE-certified small business by completing and returning Section B of Attachment C.
- C. If the Offeror is not a DMBE-certified small business and cannot practicably subcontract any portion of the requirements being solicited, in order to be considered responsive to the solicitation, the non DMBE-certified Offeror must document on Attachment C, section C, past efforts made to provide subcontracting opportunities to DMBE-certified small businesses for other contracts within the past 24 months.

All DMBE SWAM Offerors or subcontractors must be certified with DMBE. If the Offeror or subcontractor is not certified, they must demonstrate that they are eligible to be certified, and must receive such certification prior to the solicitation due date. DMBE can be contacted at (804) 786-5560. The DMBE SWAM goal for this contract is 15 percent. If the prime Offeror is DMBE SWAM certified, they will receive full credit for planned involvement.

Tab 4 Contact Person – The primary Offeror must identify the name, telephone number and e-mail address for the contact person who will be responsible for coordinating the efforts and personnel of all parties and/or subcontractor involved in the proposal.

Tab 5 Staffing and Pricing Plan – Offerors shall identify all staff positions by person and **actual** hourly rates (base rate, overhead and profit listed separately along with the total rate) in Attachment D - Price Schedule for the 12 potential services described in the Statement of Needs, and listed pursuant to Tab 2 to be fully loaded with all direct salaries and general overhead. Final pricing/rates will be addressed in the negotiation phase. Transportation costs, travel, and per diem rates must not be included in determining the fixed billable hourly rates. Proposals must provide for a diversity of team members and hourly rates, given the varied nature of the potential work assignments under this contract.

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VI. EVALUATION AND AWARD CRITERIA

A. EVALUATION CRITERIA - Multiple Offerors will be qualified and selected by DRPT's Selection Committee based on the following weighted criteria:

<u>FOR SERVICES</u>	<u>POINT VALUE</u>
1. Project management and communication experience and/or quality of previous project management services rendered (including ability to complete task orders on time and within budget, proper invoicing, and Quality Assurance / Quality Control procedures)	10 points
2. Experience with development of major capital transit projects, NEPA, multimodal corridor studies, and transit operations planning and analysis	10 points
3. Experience with regional and statewide transit and TDM planning, performance measurement, and transportation/land use planning	10 points
4. Qualifications and availability of proposed staff and resources to perform potential tasks	30 points
5. Experience with public outreach, marketing, and training	10 points
6. Commitment to DMBE SWAM Utilization	20 points
7. Price	10 points
Total Points	<hr/> 100 points

B AWARD TO MULTIPLE OFFERORS - DRPT reserves the right to make multiple awards as a result of this solicitation. Selection shall be made of multiple Offerors deemed to be fully qualified and best suited among those submitting proposals on the basis of the evaluation criteria included in the RFP. Negotiations shall be conducted with the Offerors selected. After negotiations have been conducted with each Offeror selected, the agency shall select the Offerors, which, in its opinion, have made the best proposal and shall award the contract to those Offerors. Should DRPT determine in writing and in its sole discretion that only one Offeror is fully qualified, or that one Offeror is clearly more highly qualified than the others under consideration, a contract may be negotiated and awarded to that Offeror.

C. AWARD DOCUMENTS AND CANCELLATION - The award document will be a contract incorporating by reference all the requirements, terms and conditions of the solicitation and of the Offeror's proposal as negotiated. In the event there is a conflict between the Offeror's proposal and the requirements, terms, and conditions of the solicitation, the requirements, terms, and conditions of the solicitation shall apply.

DRPT may cancel this RFP or reject proposals at any time prior to an award and is not required to furnish a statement of the reasons why a particular proposal was not deemed to be the most advantageous. (*Code of Virginia* § 2.2-4359(D).)

D. DELAYS IN AWARD: Delays in award of a contract beyond the anticipated starting date may result in a change in the contract period indicated in the solicitation. If this situation occurs, DRPT reserves the right to award a contract covering the period equal to or less than the initial term indicated in the solicitation.

E. PROTEST OF AWARD: An Offeror wishing to protest an award or a decision to award a contract must submit a written protest to the DRPT Purchasing Division, 600 East Main Street, Suite 2102, Richmond, Virginia 23219, no later than 10 days after public notice of award or announcement of the decision to award, whichever occurs first. The public notice will be in the area designated for solicitation/proposal and award notices. The protest must include the basis for the protest and the relief sought. Within 10 days after receipt of the protest, the Chief Financial Officer (CFO) will issue a written decision stating the reasons for the action taken. This decision is final unless within 10 days after receipt of such decision, the Offeror institutes legal action as provided in the *Code of Virginia*.

VII. REPORTING AND DELIVERY REQUIREMENTS

A. TASK ORDERS - Work associated with this contract must be conducted within an approved task order for which a purchase order will be issued and authorized by the DRPT Procurement Manager. No work is authorized to begin until a purchase order has been issued through eVA. The Offeror and DRPT are expected to negotiate the scope, budget, schedule and deliverables for each task and the manner in which payment will be made. The payment method must be agreed to and documented within the task order. The Offeror is fully expected to strictly adhere to the mutually agreed upon levels of effort and costs and complete the scope of work within the agreed upon budget and schedule. The Offeror will not be compensated for unauthorized work performed outside the approved scope of work.

- a. Fully loaded fixed hourly rates proposed and accepted via the Offeror initial response to the RFP and included in any negotiated Offeror responses may be used in individual task orders; however, the total quantity of hours, the job category, and the related project work plans for any work efforts may be subject to negotiations.
- b. Once fixed price task order project work plans are approved by DRPT, a task order may be issued to the selected Offeror specifying the maximum hours allowed by job category.
- c. To provide the most flexibility in work assignments, task orders may be issued as fixed price task orders or time and materials (fixed billable hourly rates) task orders. Task orders may have a combination of attributes listed above.

B. TASK ORDER SCHEDULE - The Offeror is required to develop a detailed task schedule as part of the task order. Once fixed priced task order activities have been defined at the time of task order initiation, their relationships shall be identified, start and end dates set, and budget controls established. At the sole discretion of DRPT, the task order completion date may be extended past the originally agreed upon completion date. Extension requests must be sent to the DRPT Procurement Manager and Program Manager no later than 30 days before the original completion date.

C. PROGRESS REPORTS – Offerors must meet all due dates on all tasks assigned. To provide feedback to DRPT concerning this requirement, the Offeror shall submit monthly progress reports providing detailed information on the status of the work effort on each of the various project tasks. The progress reports shall include total authorized funds and expended funds to date. It shall summarize all work efforts in the reporting period including personnel and hourly utilization. It shall also discuss any anticipated difficulties and proposed resolution.

D. SWAM AND OTHER REPORTING REQUIREMENTS – See Attachment B - Special Terms and Conditions for additional reporting requirements.

E. MEETINGS AND REVIEWS - DRPT may hold an initial conference with the Offeror at a place and time selected by DRPT for the purpose of reviewing the Offeror’s schedules, procedures, methods, and to clarify any ambiguities that may then exist. The Offeror’s Principal Officer and others requested by DRPT shall attend the conference. DRPT may request additional reviews during the contract period to evaluate vendor performance and provide feedback.

VIII. OPTIONAL PRE-PROPOSAL CONFERENCE - There will be an optional pre-proposal conference for this RFP on **April 9, 2013 at 10:00 a.m.** in the Main Street Centre building located at 600 E. Main Street, 1st Floor, Richmond, Virginia 23219, Conference Room 101. The purpose of this conference is to allow potential Offerors an opportunity to present questions and obtain clarification relative to any facet of this solicitation. The telephone number for directions to the conference location is 804-786-4440. While firms are not required to attend this pre-proposal conference in order to submit a response to this solicitation, attendance is strongly recommended.

Any changes resulting from this conference will be issued as a written addendum to the RFP.

IX. REQUIRED GENERAL TERMS AND CONDITIONS - Please see Attachment A - Required General Terms and Conditions.

X. SPECIAL TERMS AND CONDITIONS - Please see Attachment B - Special Terms and Conditions.

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Attachment A

REQUIRED GENERAL TERMS AND CONDITIONS

1. VENDORS MANUAL: This solicitation is subject to the provisions of the Commonwealth of Virginia's *Vendors Manual* and any changes or revisions thereto, which are hereby incorporated into this contract in their entirety. The procedure for filing contractual claims is in section 7.19 of the *Vendors Manual*. A copy of the manual is normally available for review at the purchasing office and is accessible on the Internet at www.eva.virginia.gov under Vendors Manual on the vendors tab.

2. APPLICABLE LAWS AND COURTS: This solicitation and any resulting contract shall be governed in all respects by the laws of the Commonwealth of Virginia and any litigation concerning it shall be brought in the courts of the Commonwealth. The agency and the Offeror are encouraged to resolve any issues in controversy arising from the award of the contract or any contractual dispute using Alternative Dispute Resolution (ADR) procedures (*Code of Virginia*, § 2.2-4366). ADR procedures are described in Chapter 9 of the *Vendors Manual*. The Offeror shall comply with applicable federal, state and local laws, rules and regulations.

3. ANTI-DISCRIMINATION: By submitting their proposals, Offerors certify to the Commonwealth that they will conform to the provisions of the Federal Civil Rights Act of 1964, as amended, as well as the Virginia Fair Employment Contracting Act of 1975, as amended, where applicable, the Virginians With Disabilities Act, the Americans with Disabilities Act and § 2.2-4311 of the Virginia Public Procurement Act (VPPA). If the award is made to a faith-based organization, the organization shall not discriminate against any recipient of goods, services, or disbursements made pursuant to the contract on the basis of the recipient's religion, religious belief, refusal to participate in a religious practice, or on the basis of race, age, color, gender or national origin and shall be subject to the same rules as other organizations that contract with public bodies to account for the use of the funds provided. However, if the faith-based organization segregates public funds into separate accounts, only the accounts and programs funded with public funds shall be subject to audit by the public body (*Code of Virginia* § 2.2-4343.1 (E)).

In every contract over \$10,000 the provisions in A and B below apply:

A. During the performance of this contract, the Offeror agrees as follows:

1. The Offeror will not discriminate against any employee or applicant for employment because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment, except where there is a bona-fide occupational qualification reasonably necessary to the normal operation of the Offeror. The Offeror agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.
2. The Offeror, in all solicitations or advertisements for employees placed by or on behalf of the Offeror, will state that such Offeror is an equal opportunity employer.
3. Notices, advertisements and solicitations placed in accordance with federal law, rule or regulation shall be deemed sufficient for the purpose of meeting these requirements.

B. The Offeror will include the provisions of A. above in every subcontract or purchase order over \$10,000 so that the provisions will be binding upon each subcontractor or vendor.

4. ETHICS IN PUBLIC CONTRACTING: By submitting their proposals, Offerors certify their proposals are made without collusion or fraud and they have not offered or received any kickbacks or inducements from any other Offeror, supplier, manufacturer or subcontractor in connection with their proposal, and they have not conferred on any public employee having official responsibility for this procurement transaction any payment, loan, subscription, advance, deposit of money, services or anything of more than nominal value, present or promised, unless consideration of substantially equal or greater value was exchanged.

5. IMMIGRATION REFORM AND CONTROL ACT OF 1986: By entering into a written contract with the Department of Rail and Public Transportation (DRPT), the Offeror certifies that the Offeror does not, and shall not during the performance of the contract for goods and services in the Commonwealth, knowingly employ an unauthorized alien as defined in the Federal Immigration Reform and Control Act of 1986.

6. DEBARMENT STATUS: By submitting their proposals, Offerors certify that they are not currently debarred by the Commonwealth of Virginia from submitting proposals on contracts for the type of services covered by this solicitation, nor are they an agent of any person or entity that is currently so debarred.

7. ANTITRUST: By entering into a contract, the Offeror conveys, sells, assigns, and transfers to the Commonwealth of Virginia all rights, title and interest in and to all causes of the action it may now or hereafter acquire under the antitrust laws of the United States and the Commonwealth of Virginia, relating to the particular services purchased or acquired by the Commonwealth of Virginia under said contract.

8. MANDATORY USE OF STATE FORM AND TERMS AND CONDITIONS: Failure to submit a proposal on the official state form provided for that purpose may be a cause for rejection of the proposal. Modification of or additions to the General Terms and Conditions of the solicitation may be cause for rejection of the proposal; however, DRPT reserves the right to decide, on a case by case basis, in its sole discretion, whether or not to reject such a proposal.

9. CLARIFICATION OF TERMS: If any prospective Offeror has questions about the specifications or other solicitation documents, the prospective Offeror must contact the DRPT Procurement Manager whose name appears on the face of the solicitation no later than five working days before the due date. Any revisions to the solicitation will be made only by addendum issued by the DRPT Procurement Manager.

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10. PAYMENT:

A. To Prime Offeror:

1. Invoices for items ordered, delivered and accepted by DRPT shall be submitted monthly by the Offeror directly to the payment address shown on the purchase order. All invoices shall show the DRPT contract number, eVA purchase request number; social security number (for individual Offerors) or the federal employer identification number (for proprietorships, partnerships, and corporations), a detailed list of any products delivered, and all applicable tasks for which payment is being requested.
2. Payment will be made (in accordance with the Virginia Prompt Payment Act) within 30 days after receipt of valid invoice and verification of satisfactory goods received and/or completion of work. Any payment terms requiring payment in less than 30 days will be regarded as requiring payment 30 days after invoice or delivery, whichever occurs last. This shall not affect offers of discounts for payment in less than 30 days. Final invoices shall be submitted within 90 days after the end date of the task order. As negotiated within the contract, payments may be reduced for retainage until the satisfactory completion of each task.
3. All goods or services provided under this contract or purchase order, that are to be paid for with public funds, shall be billed by the Offeror at the contract price, regardless of which public agency is being billed.
4. The following shall be deemed to be the date of payment: the date of postmark in all cases where payment is made by mail, or the date of offset when offset proceedings have been instituted as authorized under the Virginia Debt Collection Act.
5. Unreasonable Charges – Under certain emergency procurements and for most time and material purchases, final job costs cannot be accurately determined at the time orders are placed. In such cases, Offerors should be put on notice that final payment in full is contingent on a determination of reasonableness with respect to all invoiced charges. Charges which appear to be unreasonable will be researched and challenged, and that portion of the invoice held in abeyance until a settlement can be reached. Upon determining that invoiced charges are not reasonable, DRPT shall promptly notify the Offeror, in writing, as to those charges which it considers unreasonable and the basis for the determination. An Offeror may not institute legal action unless a settlement cannot be reached within 30 days of notification. The provisions of this section do not relieve an agency of its prompt payment obligations with respect to those charges which are not in dispute (*Code of Virginia*, § 2.2-4363).

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B. To Subcontractors:

1. An Offeror awarded a contract under this solicitation is hereby obligated:
 - a. To pay subcontractors within seven days of the Offeror's receipt of payment from DRPT for the proportionate share of the payment received for work performed by the subcontractors under the contract; or
 - b. To notify DRPT and the subcontractors, in writing, of the Offeror's intention to withhold payment and the reason.
2. The Offeror is obligated to pay subcontractors interest at the rate of one percent per month (unless otherwise provided under the terms of the contract) on all amounts owed by the Offeror that remain unpaid seven days following receipt of payment from DRPT, except for amounts withheld as stated in (b) above. The date of mailing of any payment by U.S. Mail is deemed to be the payment date to the addressee. These provisions apply to each subcontractor performing under the primary contract. An Offeror's obligation to pay an interest charge to a subcontractor may not be construed to be an obligation of DRPT.
3. Each prime Offeror who wins an award in which provision of a SWAM procurement plan is a condition of award, shall deliver to DRPT, on or before request for final payment, evidence and certification of compliance (subject only to insubstantial shortfalls and to shortfalls arising from subcontractor default) with the SWAM procurement plan. Final payment under the contract in question may be withheld until such certification is delivered and, if necessary, confirmed by DRPT or other appropriate penalties may be assessed in lieu of withholding such payment.
4. DRPT encourages Offerors and subcontractors to accept electronic and credit card payments.

11. PRECEDENCE OF TERMS: Paragraphs 1-10 of these General Terms and Conditions shall apply in all instances. In the event there is a conflict between any of the other General Terms and Conditions and any Special Terms and Conditions in this solicitation, the Special Terms and Conditions shall apply.

12. QUALIFICATIONS OF OFFERORS: DRPT may make such reasonable investigations as deemed proper and necessary to determine the ability of the Offeror to perform the services, and the Offeror shall furnish to DRPT all such information and data for this purpose as may be requested. DRPT reserves the right to inspect the Offeror's physical facilities prior to award to satisfy questions regarding the Offeror's capabilities. DRPT further reserves the right to reject any proposal if the evidence submitted by, or investigations of, such Offeror fails to satisfy DRPT that such Offeror is properly qualified to carry out the obligations of the contract and to provide the services contemplated therein.

13. TESTING AND INSPECTION: DRPT reserves the right to conduct any test/inspection it may deem advisable to assure goods and services conform to the specifications.

14. ASSIGNMENT OF CONTRACT: A contract shall not be assignable by the Offeror in whole or in part without the written consent of DRPT.

15. CHANGES TO THE CONTRACT: Changes can be made to the contract in any one of the following ways:

- A. The parties may agree in writing to modify the scope of the contract. An increase or decrease in the price of the contract resulting from such modification shall be agreed to by the parties as a part of their written agreement to modify the scope of the contract.
- B. DRPT may order changes within the general scope of the contract at any time by written notice to the Offeror. Changes within the scope of the contract include, but are not limited to, things such as services to be performed, the method of packing or shipment and the place of delivery or installation. The Offeror shall comply with the notice upon receipt. The Offeror shall be compensated for any additional costs incurred as the result of such order and shall give DRPT a credit for any savings. Said compensation shall be determined by one of the following methods:
1. By mutual agreement between the parties in writing; or
 2. By agreeing upon a unit price or using a unit price set forth in the contract, if the work to be done can be expressed in units, and the Offeror accounts for the number of units of work performed, subject to DRPT's right to audit the Offeror's records and/or to determine the correct number of units independently; or
 3. By ordering the Offeror to proceed with the work and to keep a record of all costs incurred and savings realized. A markup for overhead and profit may be allowed if provided by the contract. The same markup shall be used for determining a decrease in price as the result of savings realized. The Offeror shall present DRPT with all vouchers and records of expenses incurred and savings realized. DRPT shall have the right to audit the records of the Offeror as it deems necessary to determine costs or savings. Any claim for an adjustment in price under this provision must be asserted by written notice to DRPT within 30 days from the date of receipt of the written order from DRPT. If the parties fail to agree on an amount of adjustment, the question of an increase or decrease in the contract price or time for performance shall be resolved in accordance with the procedures for resolving disputes provided by the Disputes Clause of this contract or, if there is none, in accordance with the disputes provisions of the Commonwealth of Virginia's *Vendors Manual*. Neither the existence of a claim or a dispute resolution process, litigation or any other provision of this contract shall excuse the Offeror from promptly complying with the changes ordered by DRPT with the performance of the contract generally.

16. DEFAULT: In case of failure to deliver goods or services in accordance with the contract terms and conditions, DRPT, after due oral or written notice, may procure them from other sources and hold the Offeror responsible for any resulting additional purchase and administrative costs. This remedy shall be in addition to any other remedies which DRPT may have.

17. INSURANCE: By signing and submitting a proposal under this solicitation, the Offeror certifies that if awarded the contract, it will have the following insurance coverage at the time the contract is awarded. The Offeror further certifies that the Offeror and any subcontractor will maintain this insurance coverage during the entire term of the contract and that all insurance coverage will be provided by insurance companies authorized to sell insurance in Virginia by the Virginia State Corporation Commission.

MINIMUM INSURANCE COVERAGES AND LIMITS REQUIRED:

- A. Worker's Compensation: Statutory requirements and benefits. Coverage is compulsory for employers of three or more employees, to include the employer. Offerors who fail to notify DRPT of increases in the number of employees that change their workers' compensation requirements under the *Code of Virginia* during the course of the contract shall be in noncompliance with the contract.
- B. Employer's Liability: \$100,000.

- C. Commercial General Liability: \$1,000,000 per occurrence. Commercial General Liability is to include bodily injury and property damage, personal injury and advertising injury, products and completed operations coverage. The Commonwealth of Virginia must be named as an additional insured and so endorsed on the policy.
- D. Automobile Liability - \$1,000,000 per occurrence. (Only used if motor vehicle is to be used in the contract.)

18. ANNOUNCEMENT OF AWARD: Upon the award or the announcement of the decision to award a contract as a result of this solicitation, DRPT will publicly post such notice on the Department of General Services/Department of Purchases and Supply (DGS/DPS) eVA Virginia Business Opportunities (VBO) website (www.eva.virginia.gov) and the DRPT website (www.drpt.virginia.gov) for a minimum of 10 days.

19. DRUG-FREE WORKPLACE: During the performance of this contract, the Offeror agrees to (i) provide a drug-free workplace for the Offeror's employees; (ii) post in conspicuous places, available to employees and applicants for employment, a statement notifying employees that the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana is prohibited in the Offeror's workplace and specifying the actions that will be taken against employees for violations of such prohibition; (iii) state in all solicitations or advertisements for employees placed by or on behalf of the Offeror that the Offeror maintains a drug-free workplace; and (iv) include the provisions of the foregoing clauses in every subcontract or purchase order of over \$10,000, so that the provisions will be binding upon each Subcontractor or vendor.

For the purposes of this section, "drug-free workplace" means a site for the performance of work done in connection with a specific contract awarded to an Offeror, the employees of whom are prohibited from engaging in the unlawful manufacture, sale, distribution, dispensation, possession or use of any controlled substance or marijuana during the performance of the contract.

20. NON-DISCRIMINATION OF OFFERORS: An Offeror, or Offeror shall not be discriminated against in the solicitation or award of this contract because of race, religion, color, sex, national origin, age, disability, faith-based organizational status, any other basis prohibited by state law relating to discrimination in employment or because the Offeror employs ex-offenders unless DRPT has made a written determination that employing ex-offenders on the specific contract is not in its best interest. If the award of this contract is made to a faith-based organization and an individual, who applies for or receives goods, services, or disbursements provided pursuant to this contract objects to the religious character of the faith-based organization from which the individual receives or would receive goods, services, or disbursements, the public body shall offer the individual, within a reasonable period of time after the date of his objection, access to equivalent goods, services, or disbursements from an alternative provider.

21. eVA Business-To-Government Vendor Registration: The eVA Internet electronic procurement solution, website portal www.eVA.virginia.gov streamlines and automates government purchasing activities in the Commonwealth. The eVA portal is the gateway for vendors to conduct business with state agencies and public bodies. All vendors desiring to provide goods and/or services to DRPT shall participate in the eVA Internet e-procurement solution either through the eVA Basic Vendor Registration Service or eVA Premium Vendor Registration Service. All Offerors must register in eVA and pay the Vendor Transaction Fees specified below; failure to register will result in the proposal being rejected.

Effective July 1, 2011, vendor registration and registration-renewal fees have been discontinued. Registration options are as follows:

- a. eVA Basic Vendor Registration Service: eVA Basic Vendor Registration Service includes electronic order receipt, vendor catalog posting, on-line registration, electronic bidding, and

the ability to research historical procurement data available in the eVA purchase transaction data warehouse.

- b. eVA Premium Vendor Registration Service: eVA Premium Vendor Registration Service includes all benefits of the eVA Basic Vendor Registration Service plus automatic email or fax notification of solicitations and amendments.

Vendor transaction fees are determined by the date the original purchase order is issued and are as follows:

- a. For orders issued prior to August 16, 2006, the Vendor Transaction Fee is one percent, capped at a maximum of \$500 per order,
- b. For orders issued August 16, 2006 through June 30, 2011, the Vendor Transaction Fee is:
 - (i) DMBE-certified Small Businesses: one percent, capped at \$500 per order.
 - (ii) Businesses that are not DMBE-certified Small Businesses: one percent capped at \$1,500 per order.
- c. For orders issued July 1, 2011 through June 30, 2013, the Vendor Transaction Fee is:
 - (i) DMBE-certified Small Businesses: 0.75 percent, capped at \$500 per order.
 - (ii) Businesses that are not DMBE-certified Small Businesses: 0.75 percent, capped at \$1,500 per order.
- d. For orders issued July 1, 2013 and after, the Vendor Transaction Fee is:
 - (i) DMBE-certified Small Businesses: one percent, capped at \$500 per order.
 - (ii) Businesses that are not DMBE-certified Small Businesses: one percent, capped at \$1,500 per order.

The specified vendor transaction fee will be invoiced, by the Commonwealth of Virginia Department of General Services, approximately 30 days after the corresponding purchase order is issued and payable 30 days after the invoice date. Any adjustments (increases/decreases) will be handled through purchase order changes.

22. AVAILABILITY OF FUNDS: It is understood and agreed between the parties herein that the agency shall be bound hereunder only to the extent of the funds available or which may hereafter become available for the purpose of this agreement.

23. SET-ASIDES: This solicitation is set-aside for DMBE-certified small business participation only when designated "SET-ASIDE FOR SMALL BUSINESSES" in the solicitation. DMBE certified small businesses are those businesses that hold current small business certification from DMBE. This shall not exclude DMBE-certified women- and minority-owned businesses when they have received DMBE small business certification. For purposes of award, Offerors shall be deemed small businesses if and only if they are certified as such by DMBE on the due date for receipt of proposals.

24. BID PRICE CURRENCY: Unless stated otherwise in the solicitation, Offerors shall state offer prices in US dollars.

25. AUTHORIZATION TO CONDUCT BUSINESS IN THE COMMONWEALTH: An Offeror organized as a stock or nonstock corporation, limited liability company, business trust, or limited partnership or registered as a registered limited liability partnership shall be authorized to transact business in the Commonwealth as a domestic or foreign business entity if so required by Title 13.1 or Title 50 of the *Code of Virginia* or as otherwise required by law. Any business entity described above that enters into a contract with a public body pursuant to the Virginia Public Procurement Act shall not allow its existence to lapse or its certificate of authority or registration to transact business in the Commonwealth, if so required under Title 13.1

or Title 50, to be revoked or cancelled at any time during the term of the contract. A public body may void any contract with a business entity if the business entity fails to remain in compliance with the provisions of this section.

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ATTACHMENT B

SPECIAL TERMS AND CONDITIONS

1. CHANGES TO THE RATES ON THE PRICE SCHEDULE: Rates may be revised by mutual agreement of the Department of Rail and Public Transportation (DRPT) and the Offeror 60 days prior to the renewal periods starting date. If DRPT elects to exercise the option to revise rates for the two one-year renewal periods the contract prices for the increase shall not exceed the contract prices stated for the third year of the original contract increased/decreased by more than the percentage increase/decrease of the Services Category of the CPI-W section of the Consumer Price Index of the United States Bureau of Labor Statistics for the latest 12 months for which statistics are available. The Offeror shall convey in writing its request to raise/lower prices to DRPT no later than 60 days prior to the renewal periods starting date. Applications for price increases shall be substantiated in writing with the request. DRPT shall have sole discretion in its decision to allow price increases.

2. RENEWAL OF CONTRACT: This contract may be renewed upon written agreement of both parties for two successive one-year periods, under the terms of the current contract, at approximately 60 days prior to the expiration.

3. CANCELLATION OF CONTRACT: DRPT reserves the right to cancel and terminate any resulting contract, in part or in whole, without penalty, upon 60 days written notice to the Offeror. After the initial three-year contract period, the resulting contract may be terminated by either party, without penalty, upon 60 days written notice to the other party. Any contract cancellation notice shall not relieve the Offeror of the obligation to deliver any outstanding orders issued prior to the effective date of cancellation.

4. AUDIT: The Offeror shall retain all books, records, and other documents relative to this contract for five years after final payment, or until audited by the Commonwealth of Virginia, whichever is sooner. DRPT, its authorized agents, and/or state auditors shall have full access to and the right to examine any of said materials during said period.

5. KEY PERSONNEL/SUBCONTRACTOR: People identified in terms of this RFP as “key personnel” who will work on the service contract, must continue to work on this contract for its duration so long as they continue to be employed by the Offeror unless removed from work on the contract with the consent of DRPT. DRPT reserves the right to approve any personnel or subcontractor proposed for the work described in this RFP and/or any subsequent purchase order resulting from this RFP. DRPT will provide written justification to the Offeror when approval is not granted. DRPT will provide the Offeror with copies of all written approvals.

6. PRIME OFFEROR RESPONSIBILITIES FOR SUBCONTRACTS: No portion of the work shall be subcontracted with a subcontractor not already included on the contract without a prior request from the Offeror and written consent of the DRPT Procurement Manager. In the event that the Offeror desires to subcontract some part of the work specified herein, the Offeror shall furnish the Procurement Manager and Program Manager with the names, qualifications and experience of their proposed subcontractors. The Offeror shall, however, remain fully liable and responsible for the work to be done by its subcontractors and shall assure compliance with all requirements of the contract.

7. ADDITIONAL USERS OF CONTRACT: This procurement is being conducted on behalf of all agencies/facilities within the Transportation Secretariat and on behalf of grantees of DRPT who are listed on Attachment F – Agencies Funded by DRPT. Grantees may be added or deleted at anytime during the period of the contract only by written contract modification issued by DRPT. Such modification shall name the specific grantee added or deleted and the effective date. The Offeror shall not honor an order citing the resulting contract unless the ordering entity has been added by written contract modification.

8. REPORT OF ORDERS RECEIVED FROM ADDITIONAL USERS: The Offeror shall provide Attachment G - Report of Orders Received from Additional Users to DRPT quarterly. This report shall reflect orders received from additional users on the contract for the respective quarter. The Offeror must remit the report within 15 days after the end of each quarterly calendar reporting period even if there was no activity.

9. SMALL BUSINESS SUBCONTRACTING PLAN AND EVIDENCE OF COMPLIANCE:

Each prime Offeror who wins an award in which provision of a small business subcontracting plan is a condition of the award, shall deliver to DRPT on a monthly basis, evidence of compliance (subject only to insubstantial shortfalls and to shortfalls arising from subcontractor default) with the small business subcontracting plan. The Offeror shall use Attachment E - Monthly SWAM Report or other form approved by DRPT to report amounts paid to SWAM businesses on a monthly basis as well as paid to date. Said attachment or other approved form shall be submitted by the 15th of the month for the prior month to Ashley Nusbaum, Purchasing Manager, at ashley.nusbaum@drpt.virginia.gov. When such business has been subcontracted to these firms and upon completion of the contract, the Offeror agrees to furnish the purchasing office at a minimum the following information: name of firm with the DMBE certification number, phone number, total dollar amount subcontracted, category type (small, women-owned, or minority-owned), and type of product or service provided. Payment may be withheld until compliance with the plan is received and confirmed by the agency or institution. DRPT reserves the right to pursue other appropriate remedies to include, but not be limited to, termination for default.

10. DISADVANTAGED BUSINESS ENTERPRISES (DBE) SUBCONTRACTOR REPORT: The Offeror shall provide to DRPT quarterly Attachment H - DBE Subcontractor Report. This report shall reflect DBE related information on subcontractors utilized on the contract. The Offeror must remit the report within 15 days after the end of each quarterly calendar reporting period.

11. APPROPRIATE LICENSURE, CERTIFICATIONS, AND/OR CREDENTIALS: The Offeror must submit copies of appropriate licensure, certifications, and/or credentials subsequently upon award and as requested by DRPT.

12. CLAIMS: The Offeror shall be responsible for all damage and expense to person or property caused by its negligent activities including, without limitation, those which it chooses to deliver through its subcontractors, agents or employees, in connection with the services required under this Agreement. Further, it is expressly understood that the Offeror shall defend and hold harmless the Commonwealth of Virginia, DRPT, its officers, agents, employees and any other authorized users from and against any and all damages, claims, suits, judgments, expenses, actions, and costs of every name and description caused by any negligent act or omission in the performance by the Offeror, including, without limitation, those which it chooses to deliver through its subcontractors, agents or employees, of the services under this Agreement.

13. CONTRACTUAL CLAIMS AND DISPUTES: Contractual claims arising after final payment shall be governed by § 2.2-4363(A) of the *Code of Virginia*. Claims shall be submitted to the Director of DRPT who will render a decision within 30 days. Contractual disputes arising during the course of performance shall be submitted to the CFO of DRPT who will make a decision in 30 working days, which will be final. Vendors will not be precluded from filing a claim at the conclusion of performance as a result of the decision made during the course of contract performance.

14. ADVERTISEMENT: In the event a contract is awarded for supplies, equipment, or services resulting from this proposal, no indication of such sales or services to DRPT will be used in product literature. The Offeror shall not state in any of its advertising or product literature that DRPT has purchased or uses any of its products or services, and the Offeror shall not include DRPT in any client list in advertising and promotional materials.

15. INTELLECTUAL PROPERTY RIGHTS: DRPT shall have exclusive rights to all data and intellectual property generated in the course of the project. Intellectual property includes all inventions subject to the United States (U.S.) Patent System. This shall be inclusive but not limited to, new processes, materials, compounds and chemicals, and all creations subject to the U.S. Copyright Act of 1976, as amended, including but not limited to printed material, software, drawings, blueprints, and compilations such as electronic databases. Furthermore, DRPT shall have all rights, title, and interest in or to any invention reduced to practice pursuant to a resulting contract. Proposals shall recognize the requirements of public sector agencies and of public policy generally, including the Freedom of Information Act, State statutes and agency rules on release of public records, and data confidentiality.

All copyright material created pursuant to this contract shall be considered work made for hire and shall belong exclusively to DRPT. Neither DRPT, nor the Offeror intends that any copyright material created pursuant to the contract, together with any other copyright material with which it may be combined or used, be a “joint work” under the copyright laws. In the case that either in whole or part of any such copyright material not be deemed work made for hire, or is deemed a joint work, then Offeror agrees to assign and does hereby irrevocably assign its copyright interest therein to DRPT. DRPT may reasonably request documents required for the purpose of acknowledging or implementing such assignment.

The Offeror warrants that no individual, other than regular employees and subcontractors of the Offeror, DRPT regular employees, agents, or assigns or additional users, while working within the scope of their employment or contracted duty, shall participate in the creation of any intellectual property pursuant to the contract. If this situation should arise, such individual and his or her employer, if any, must agree in writing to assign the intellectual property rights, as described herein, for work performed under this contract to DRPT either directly or through the Offeror.

DRPT shall have all rights, title and interest in or to any invention reduced to practice pursuant to this contract. The Offeror shall not patent any invention conceived in the course of performing this contract. The Offeror hereby agrees that, notwithstanding anything else in this contract, in the event of any breach of this contract by DRPT, the remedies of the Offeror shall not include any right to rescind or otherwise revoke or invalidate the provisions of this section. Similarly, no termination of this contract by DRPT shall have the effect of rescinding the provisions of this section.

DRPT is only entitled to the intellectual property rights for deliverables and associated documentation produced by the Offeror for which DRPT has fully paid the Offeror as the contract is completed or as the contract is terminated for any reason.

Copyright or pre-existing work of the Offeror shall remain the property of the Offeror. The Offeror grants to DRPT a perpetual, royalty-free, irrevocable, worldwide, non-exclusive license to use such pre-existing work in connection with exercising the rights of ownership granted to DRPT pursuant to this section.

Notwithstanding anything herein to the contrary, DRPT acknowledges that as part of the Offeror’s provision of services hereunder, the Offeror may license third-party software or acquire proprietary works of authorship (collectively referred to as “products”), which have been developed by third parties. DRPT must approve the third-party license agreements and the acquisition of these third-party products prior to their use by the Offeror and DRPT agrees that these products will remain the sole property of the third party.

The Offeror shall grant DRPT license to use all software developed by the Offeror under this contract in other applications within Virginia as DRPT sees fit. Should the Offeror desire to re-use software developed under this contract for other projects (both DRPT contracts and others), DRPT must be notified in writing 60 days prior to such use. Furthermore, DRPT shall be justly compensated for the re-use of such software.

Compensation shall be negotiated and agreed upon prior to DRPT releasing software rights. Typically, DRPT prefers increased software capabilities and/or functionality instead of monetary compensation.

16. PATENT RIGHTS: If any invention, improvement or discovery of the Offeror or any of its subcontractors is conceived or first actually reduced to practice in the course of or under this project which invention, improvement or discovery may be patentable under the Patent Laws of the United States of America or any foreign country, the Offeror shall immediately notify DRPT and provide a detailed report. The rights and responsibilities of the Offeror, its subcontractors, and DRPT with respect to such invention will be determined in accordance with applicable Federal laws, regulations, policies, and waivers thereof.

17. PROTECTION OF PERSONS AND PROPERTY:

- A. The Offeror expressly undertakes, both directly and through its subcontractors, to take every precaution at all times for the protection of persons and property which may come on the building site or be affected by the Offeror's operation in connection with the work.
- B. The Offeror shall be solely responsible for initiating, maintaining, and supervising all safety precautions and programs in connection with the work.
- C. The provisions of all rules and regulations governing safety as adopted by the Safety Codes Commission of the Commonwealth of Virginia, issued by the Department of Labor and Industry under Title 40.1 of the *Code of Virginia* shall apply to all work under this contract.
- D. The Offeror shall continuously maintain adequate protection of all work from damage and shall protect the owner's property from injury or loss arising in connection with this contract. The Offeror should make good any such damage, injury, or loss, except such as may be directly due to errors in the contract documents or caused by agents or employees of the owner. The Offeror shall adequately protect adjacent property to prevent any damage to it or loss of use and enjoyment by its owners. The Offeror shall provide and maintain all passageways, guard fences, lights, and other facilities for protection required by public authorities, local conditions, any of the contract documents or erected for the fulfillment of his obligations for the protection of persons and property.
- E. In an emergency affecting the safety or life of persons or of the work, or of the adjoining property, the Offeror, without special instruction or authorization from the owner, shall act, at its discretion, to prevent such threatened loss or injury. Also, should the Offeror, to prevent threatened loss or injury, be instructed or authorized to act by the owner, the Offeror shall so act immediately, without appeal. Any additional compensation or extension of time claimed by the Offeror on account of any emergency work shall be determined as provided by Attachment A – Required General Terms and Conditions.

18. MANNER OF CONDUCTING WORK AT JOB SITE: All work shall be performed according to the industry standards and to the complete satisfaction of DRPT.

- A. The Offeror shall be responsible for the conduct of all personnel while at the job site. All personnel involved with the work shall obey all rules and regulations of DRPT.
- B. Sexual harassment of any employee, DRPT or Offeror, will not be tolerated and is to be reported immediately to the DRPT Program Manager.

All work to be conducted by the Offeror in any facility shall be coordinated in advance with the DRPT Program Manager. If applicable, the Offeror shall coordinate his/her work efforts with other existing

Offeror/agency work efforts through the DRPT Program Manager. All Offeror work shall take place on non-holiday weekdays between the hours of 8:00 A.M. and 5:00 P.M, unless otherwise approved by the DRPT Program Manager.

19. POLICY OF EQUAL EMPLOYMENT: DRPT is an equal opportunity/affirmative action employer. DRPT encourages all vendors to establish and maintain a policy to ensure equal opportunity employment.

20. STATE CORPORATION COMMISSION IDENTIFICATION NUMBER: Pursuant to Code of Virginia, §2.2-4311.2 subsection B, an offeror organized or authorized to transact business in the Commonwealth pursuant to Title 13.1 or Title 50 is required to include in its proposal the identification number issued to it by the State Corporation Commission (SCC). Any offeror that is not required to be authorized to transact business in the Commonwealth as a foreign business entity under Title 13.1 or Title 50 or as otherwise required by law is required to include in its proposal a statement describing why the offeror is not required to be so authorized. Indicate the above information Attachment I – SCC Form. Offeror agrees that the process by which compliance with Titles 13.1 and 50 is checked during the solicitation stage (including without limitation Attachment I - SCC Form) is streamlined and not definitive, and the Commonwealth’s use and acceptance of such form, or its acceptance of Offeror’s statement describing why the Offeror was not legally required to be authorized to transact business in the Commonwealth, shall not be conclusive of the issue and shall not be relied upon by the Offeror as demonstrating compliance.

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ATTACHMENT C

DEPARTMENT OF MINORITY BUSINESS ENTERPRISE (DMBE) SMALL BUSINESS SUBCONTRACTING PLAN

Definitions

Small Business: Small business means a business, independently owned or operated by one or more persons who are citizens of the United States or non-citizens who are in full compliance with the United States immigration law, which, together with affiliates, has 250 or fewer employees, or average annual gross receipts of \$10 million or less averaged over the previous three years. Note: This shall not exclude DMBE-certified women-owned and DMBE-certified minority-owned businesses when they have received DMBE small business certification.

Women-Owned Business: Women-owned business means a business concern that is at least 51 percent owned by one or more women who are citizens of the United States or non-citizens who are in full compliance with United States immigration law, or in the case of a corporation, partnership or limited liability company or other entity, at least 51 percent of the equity ownership interest is owned by one or more women who are citizens of the United States or non-citizens who are in full compliance with United States immigration law, and both the management and daily business operations are controlled by one or more women who are citizens of the United States or non-citizens who are in full compliance with the United States immigration law.

Minority-Owned Business: Minority-owned business means a business concern that is at least 51 percent owned by one or more minority individuals or in the case of a corporation, partnership or limited liability company or other entity, at least 51 percent of the equity ownership interest in the corporation, partnership, or limited liability company or other entity is owned by one or more minority individuals and both the management and daily business operations are controlled by one or more minority individuals.

All small businesses must be certified by DMBE by the due date of the solicitation to participate in the Small Businesses, Women-Owned Businesses, and Minority-Owned Businesses (SWAM) program. Certification applications are available through DMBE online at www.dmbv.virginia.gov (Customer Service).

Offeror Name: _____

Preparer Name: _____ **Date:** _____

Instructions: (Failure to complete and submit this form may result in your proposal not being considered.)

- A. If the Offeror is certified by DMBE as a small business, complete only Section A of this form. This shall include DMBE-certified women-owned and DMBE-certified minority-owned businesses when they have received DMBE small business certification.
- B. If the Offeror is not certified by DMBE as a small business and plans to subcontract part of this contract with a DMBE-certified business, complete only Section B of this form.
- C. If the Offeror is not certified by DMBE as a small business and cannot identify any subcontracting opportunities to subcontract part of this contract with a DMBE-certified business, only provide the information requested in Section C of this form.

Section A

If the Offeror is certified by DMBE, the Offeror is certified as a (check only one below):

_____ Small Business

_____ Small and Women-owned Business

_____ Small and Minority-owned Business

Certification Number: _____ Certification Date: _____

Section B

Populate the table below to show the firm's plans for utilization of DMBE-certified small businesses in the performance of this contract. This shall include DMBE-certified women-owned and DMBE-certified minority-owned businesses that meet the small business definition and have received the DMBE small business certification. Include plans to utilize small businesses as part of joint ventures, partnerships, subcontractors, suppliers, etc.

B. Plans for Utilization of DMBE-Certified Small Businesses for this Procurement

Small Business Name & Address DMBE Certificate #	Status if Small Business is also: Women (W), Minority (M)	Contact Person, Telephone & Email	Type of Goods and/or Services	Planned Involvement During Initial Period of the Contract	Planned Contract Dollars During Initial Period of the Contract
Totals \$					

Section C

Respond to how the Offeror has met or exceeded **at least two** of the following indicators within the past 24 months. The response may include any good faith efforts made regarding this procurement.

C. **Good Faith Effort Indicators by the Offeror**

1. Identify areas of work the business has subcontracted to DMBE-certified small businesses for other contracts. Include company names, dates, dollar amounts, and percentages on a per contract basis.
2. List research efforts conducted by the business in the past to locate DMBE-certified small businesses by advertising in publications or in the classified section of the newspaper where small businesses are likely to see it. List specific publications and dates.
3. List small business outreach meetings, conferences, or workshops conducted by the firm to locate DMBE-certified small businesses—including the dates, participation numbers, and results.
4. Provide documented correspondence (i.e., certified mail, email, receipt of fax transmissions, etc.) to small businesses from the lists provided by DMBE and other outreach agencies and organizations which indicate the solicitation of such for utilization of subcontracting opportunities on other contracts for which the business has competed.
5. List areas of work which the business has subcontracted with DMBE-certified small businesses for upcoming contracts—including the name of the business, certification number, dates, dollar amounts, and percentages on a per contract basis.
6. Provide documentation of any assistance offered to interested small businesses in obtaining bonds, lines of credit, and/or insurance for any present or past contracts the business has in place.
7. Provide documentation of follow-up on initial contacts with DMBE-certified small businesses (e.g., telephone call logs, emails, certified letters, etc.). Be sure to list the small business name and dates of contact.

Contract/Project Manager: Provides direction and management for small to large projects and ensures on-schedule completion within scope and budget. Responsible for preparing proposals to client's scope of work, management and performance of the project. Plans and defines project goals and devises methods to accomplish them. Requires at least 12-20 years of experience. Professional Planning or Professional Engineering registration generally is required at this level.

Principal Planner: Determines methods and solutions for complex planning problems and selects the most efficient and economical manner in meeting objectives. Applies advanced planning techniques and analyses within a discipline. As a qualified professional may serve as a technical task manager. Requires at least 10-18 years of experience.

Senior Planner: Completes a wide variety of planning assignments, applying specialized techniques and analyses with a discipline. Is proficient in the use of most planning theories and practices. Has 10-12 years of experience.

Planner: Performs conventional and moderately complex planning assignments applying a variety of planning analyses within a discipline. Has 5-8 years of experience in planning or landscape architecture.

Senior Environmental Scientist: Provides direction of specialized environmental and planning services as well as regulatory support, environmental planning, design, and mitigation management. This position requires 5-7 years of experience.

Environmental Scientist: Has knowledge of state and federal environmental regulations, permitting, and the ability to prepare reports as required for regulatory compliance. This position requires 4-6 years of experience.

Senior Financial Analyst: Under direction, performs a variety of professional financial forecasting and analysis work of a specialized or complex nature. Develops and analyzes long-range financial forecasts, capital cost estimates, funding strategies, profitability analysis, and life-cycle cost analysis for transit operations. This position requires 4-6 years of experience.

GIS Manager: Performs a variety of mapping and graphic tasks by applying standard GIS techniques. Requires specialized and continuing education in GIS upgrades. This position requires 5-7 years of experience.

Cultural Resources Principal Investigator: Develops research designs, oversees fieldwork and laboratory analyses meets or exceeds the requirements for professional

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ATTACHMENT F

Agencies Funded by DRPT

A Grace Place Adult Care Center
Accomack Northampton TDC
Adult Care Service
Adult Day Care of Martinsville and Henry Counties
Alexandria Transit
American Emergency Vehicles
American Red Cross
Appalachian Agency for Senior Citizens
ARC of Greater Prince William
Arc of the Virginia Peninsula
Arlington County
Bay Aging, Inc.
Bedford County
Beth Shalom Home
Blacksburg Transit
Blue Ridge Opportunity Services
Bon Secours Senior Health
Bristol Virginia Transit
Buchanan County Transportation
CAPUP
Central Shenandoah Planning District Commission
Central Virginia Area Agency on Aging, Inc.
Chesapeake Service Systems
Chesterfield Community Services Board
Chesterfield County
City of Alexandria
City of Bristol, Tennessee
City of Charlottesville
City of Danville
City of Fairfax
City of Falls Church
City of Fredericksburg
City of Harrisonburg
City of Kingsport
City of Lynchburg
City of Martinsville
City of Radford
City of Richmond
City of Staunton
City of Virginia Beach
City of Williamsburg
Community Association for Rural Transportation, Inc.
Community Transportation Association of Virginia
Crater District Area Agency On Aging /FGP
Crater Planning District Commission
Crossroads Community Services
Cumberland County
Daily Planet Health Care for Homeless
Danville City Parks and Recreation Department
Danville-Pittsylvania Community Services
Dickenson County Transportation
Northern Virginia Regional Commission
PARC Workshop, Inc.
Peninsula Agency on Aging
Petersburg Area Transit
District III Public Transit
Dulles Area Transportation Association
Eastern Shore Community Services Board
ECHO.INC
ElderHomes Corporation
ESAAA/CAA
Essex County
Fairfax County
Farmville Area Bus
Friendship Industries, Inc.
George Washington Regional Commission
Giles Health & Family Center
Gloucester County
Goochland Fellowship and Family Service
Goodwill Industries of the Valleys
Grafton School, Inc.
Greater Lynchburg Transit Company
Greater Richmond Transit Company
Greater Roanoke Transit Company
Greene County
Greensville Adult Activity Services
Hampton Roads Planning District Commission
Hampton-Newport News Community Services Board
Hanover Community Services
Henrico Area MH/MR Services
Historic Triangle Senior Center
Hope House Foundation
Hopewell Redevelopment and Housing Authority
Intelligent Transportation Society of Virginia
James City County
JAUNT, Inc.
Jewish Community Center of Northern Virginia
Junction Center for Independent Living
Lake Country Area Agency on Aging
Loudoun County
Lynchburg Community Action Group, Inc.
Metropolitan Washington Airports Authority
Metropolitan Washington Council of Governments
Middle Peninsula Planning District Commission
Middle Peninsula-Northern Neck CSB
Montgomery County
Mount Rogers Community Services Board
Mountain Empire Older Citizens
New River Valley Community Services Board
New River Valley Planning District Commission
New River Valley Senior Services - Pulaski Area Transit
Northern Neck Planning District Commission
Northern Shenandoah Valley Regional Commission
Northern Virginia Transportation Commission
Northwestern Community Services Board
NuRide, Inc.
Sussex-Greensville-Emporia Adult Activity Services
Tazewell County
The Arc of Central Virginia
The Arc of Greater Prince William

Piedmont Community Services Board	The Arc of Harrisonburg/Rockingham
Pleasant View, Inc.	Thomas Jefferson Planning District Commission
Portco, Inc.	Town of Altavista
Potomac and Rappahannock Transportation Commission	Town of Ashland
Prince William County	Town of Blackstone
Quin Rivers Agency for Community Action, Inc.	Town of Bluefield - Graham Transit
Rappahannock Area Agency on Aging	Town of Chincoteague
Rappahannock Area Community Services Board	Town of Haymarket
Rappahannock-Rapidan Area Agency on Aging	Town of Herndon
Rappahannock-Rapidan Community Services Board	Town of Kenbridge
Rappahannock-Rapidan Planning District Commission	Town of Orange
Resort Area Transportation Management Association	Town of Purcellville
Richmond Area ARC	Town of South Hill
Richmond Community Action Program	Town of Victoria
Richmond Planning District Commission	Town of Warrenton
Richmond Redevelopment and Housing Authority	Town of West Point
Richmond Residential Services	Transportation District Commission of Hampton Roads
Ridefinders	Tyson's Transportation Association, Inc.
Roanoke County	UHSTS, Inc. - RADAR
Roanoke Valley-Alleghany Regional Commission	Valley Program for Aging Services, Inc.
Rockbridge Area Community Services Board	Vector Industries, Inc.
Rockbridge Area Occupational Center, Inc.	Virginia Port Authority
Rockbridge Area Transportation System, Inc.	Virginia Rail Policy Institute
Rockbridge County	Virginia Regional Transportation Association
Rockingham County	Virginia Transit Association
Russell County Public Transportation	Virginias Region 2000 Local Government Council
Senior Services of Southeastern Virginia	West Piedmont Planning District Commission
Shenandoah Area Agency on Aging, Inc.	Western Tidewater Community Services Board
Shen-Paco Industries, Inc.	Williamsburg Area Transit Authority
Southern Area Agency on Aging	Winchester Transit
Southside Community Services Board	Wise County
St. Joseph's Villa	Washington Metropolitan Area Transit Authority
Stepping Stones, Inc.	Washington Metropolitan Area Transit Commission
STEPS, Inc.	

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ATTACHMENT H

Disadvantaged Business Enterprises (DBE) Subcontractor Report

DBE SUBCONTRACTOR REPORT												
PRIME CONTRACTOR NAME												
PRIME CONTRACTOR TAX ID												
CONTACT NAME												
TITLE/POSITION												
CONTRACTOR ADDRESS												
CONTRACTOR PHONE NUMBER												
EMAIL												
PROJECT TITLE												
DBE AWARD/COMMITMENT												
PAYMENTS TO SUBCONTRACTORS												
MONTH/YEAR	DBE SUBCONTRACTOR NAME	DBE SUBCONTRACT TAX ID	DBE EVA#	DBE CONTRACT #	Black American	Hispanic American	Native American	Subcont. Asian American	Asian-Pacific American	Non-Minority Women	Other	Total DBE Payments
												-
												-
												-
												-
												-
												-
												-
												-
												-
												-
												-
												-
												-
												-
DBE SUBCONTRACTOR TOTALS												-

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ATTACHMENT I

State Corporation Commission Form

Virginia State Corporation Commission (SCC) registration information. The Offeror:

is a corporation or other business entity with the following SCC identification number: _____ -
OR-

is not a corporation, limited liability company, limited partnership, registered limited liability partnership, or business trust **-OR-**

is an out-of-state business entity that does not regularly and continuously maintain as part of its ordinary and customary business any employees, agents, offices, facilities, or inventories in Virginia (not counting any employees or agents in Virginia who merely solicit orders that require acceptance outside Virginia before they become contracts, and not counting any incidental presence of the Offeror in Virginia that is needed in order to assemble, maintain, and repair goods in accordance with the contracts by which such goods were sold and shipped into Virginia from Offeror's out-of-state location) **-OR-**

is an out-of-state business entity that is including with this proposal an opinion of legal counsel which accurately and completely discloses the undersigned Offeror's current contacts with Virginia and describes why those contacts do not constitute the transaction of business in Virginia within the meaning of § 13.1-757 or other similar provisions in Titles 13.1 or 50 of the Code of Virginia.

****NOTE**** >> Check the following box if you have not completed any of the foregoing options but currently have pending before the SCC an application for authority to transact business in the Commonwealth of Virginia and wish to be considered for a waiver to allow you to submit the SCC identification number after the due date for proposals (the Commonwealth reserves the right to determine in its sole discretion whether to allow such waiver):

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ATTACHMENT J

FEDERAL TERMS AND CONDITIONS

1. ENERGY CONSERVATION REQUIREMENTS

42 U.S.C. §§ 6321 *et seq.*

49 C.F.R. pt 18

Energy Conservation - The Offeror agrees to comply with mandatory standards and policies relating to energy efficiency which are contained in the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act.

2. CLEAN WATER REQUIREMENTS

33 U.S.C. § 1251

Clean Water - (1) The Offeror agrees to comply with all applicable standards, orders or regulations issued pursuant to the Federal Water Pollution Control Act, as amended, 33 U.S.C. §§ 1251 *et seq.* The Offeror agrees to report each violation to the Department of Rail and Public Transportation (DRPT) Program Manager and understands and agrees that DRPT will, in turn, report each violation as required to assure notification to FTA and the appropriate Environmental Protection Agency (EPA) Regional Office. (2) The Offeror also agrees to include these requirements in each subcontract exceeding \$100,000 financed in whole or in part with Federal assistance provided by FTA.

3. LOBBYING

31 U.S.C. § 1352

49 C.F.R. pt. 19

49 C.F.R. pt. 20

- Lobbying Certification and Disclosure of Lobbying Activities for third party contractors are mandated by 31 U.S.C. § 1352(b)(5), as amended by § 10 of the Lobbying Disclosure Act of 1995, and (Department of Transportation) DOT implementing regulation, "New Restrictions on Lobbying," at 49 C.F.R. § 20.110(d)

- Language in Lobbying Certification is mandated by 49 C.F.R. pt. 19, Appendix A, Section 7, which provides that offerors file the certification required by 49 C.F.R. pt. 20, Appendix A.

Modifications have been made to the Lobbying Certification pursuant to Section 10 of the Lobbying Disclosure Act of 1995.

- Use of "Disclosure of Lobbying Activities," Standard Form-LLL set forth in Appendix B of 49 C.F.R. pt 20, as amended by "Government wide Guidance For New Restrictions on Lobbying," 61 Fed. Reg. 1413 (1/19/96) is mandated by 49 C.F.R. pt. 20, Appendix A.

Byrd Anti-Lobbying Amendment, 31 U.S.C. § 1352, as amended by the Lobbying Disclosure Act of 1995, 2 U.S.C. §§ 1601, *et seq.* - Offerors who apply or bid for an award of \$100,000 or more shall file the certification required by 49 C.F.R. pt. 20, "New Restrictions on Lobbying." Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. § 1352. Each tier shall also disclose the name of any registrant under the Lobbying Disclosure Act of 1995 who has made lobbying contacts on its

behalf with non-Federal funds with respect to that Federal contract, grant or award covered by 31 U.S.C. § 1352. Such disclosures are forwarded from tier to tier up to the recipient.

APPENDIX A, 49 C.F.R. pt. 20--CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

(To be submitted with each bid or offer exceeding \$100,000)

The undersigned [Offeror] certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for making lobbying contacts to an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form--LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions [as amended by "Government wide Guidance for New Restrictions on Lobbying," 61 Fed. Reg. 1413 (1/19/96). Note: Language in paragraph (2) herein has been modified in accordance with Section 10 of the Lobbying Disclosure Act of 1995, 2 U.S.C. §§ 1601, *et seq.*]

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31 U.S.C. § 1352 (as amended by the Lobbying Disclosure Act of 1995). Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

[Note: Pursuant to 31 U.S.C. § 1352(c)(1)-(2)(A), any person who makes a prohibited expenditure or fails to file or amend a required certification or disclosure form shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such expenditure or failure.]

The Offeror, _____, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Offeror understands and agrees that the provisions of 31 U.S.C. §§ 3801, *et seq.*, apply to this certification and disclosure, if any.

Signature of Offeror's Authorized Official

Name and Title of Offeror's Authorized Official

Date

4. FEDERAL CHANGES
49 C.F.R. pt. 18

Federal Changes - Offeror shall at all times comply with all applicable FTA regulations, policies, procedures and directives, including without limitation those listed directly or by reference in the Master Agreement between Purchaser and FTA, as they may be amended or promulgated from time to time during the term of this contract. Offeror's failure to so comply shall constitute a material breach of this contract.

5. CLEAN AIR
42 U.S.C. §§ 7401 *et seq.*
49 C.F.R. pt. 18

Clean Air - (1) The Offeror agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act, as amended, 42 U.S.C. §§ 7401 *et seq.* The Offeror agrees to report each violation to the Purchaser and understands and agrees that the Purchaser will, in turn, report each violation as required to assure notification to FTA and the appropriate EPA Regional Office.

(2) The Offeror also agrees to include these requirements in each subcontract exceeding \$100,000 financed in whole or in part with Federal assistance provided by FTA.

6. NO GOVERNMENT OBLIGATION TO THIRD PARTIES

(1) DRPT and the Offeror acknowledge and agree that, notwithstanding any concurrence by the Federal Government in or approval of the solicitation or award of the underlying contract, absent the express written consent by the Federal Government, the Federal Government is not a party to this contract and shall not be subject to any obligations or liabilities to the Purchaser, Offeror, or any other party (whether or not a party to that contract) pertaining to any matter resulting from the underlying contract.

(2) The Offeror agrees to include the above clause in each subcontract financed in whole or in part with Federal assistance provided by FTA. It is further agreed that the clause shall not be modified, except to identify the subcontractor who will be subject to its provisions.

**7. PROGRAM FRAUD AND FALSE OR FRAUDULENT STATEMENTS
AND RELATED ACTS**

31 U.S.C. §§ 3801 *et seq.*
49 C.F.R. pt. 31 18 U.S.C. § 1001
49 U.S.C. § 5307

Program Fraud and False or Fraudulent Statements or Related Acts.

(1) The Offeror acknowledges that the provisions of the Program Fraud Civil Remedies Act of 1986, as amended, 31 U.S.C. § 3801 *et seq.* and U.S. DOT regulations, "Program Fraud Civil Remedies," 49 C.F.R. pt. 31, apply to its actions pertaining to this Project. Upon execution of the underlying contract, the Offeror certifies or affirms the truthfulness and accuracy of any statement it has made, it makes, it may make, or causes to be made, pertaining to the underlying contract or the FTA assisted project for which this contract work is being performed. In addition to other penalties that may be applicable, the Offeror further acknowledges that if it makes, or causes to be made, a false, fictitious, or fraudulent claim, statement, submission, or certification, the Federal Government reserves the right to impose the penalties of the Program Fraud Civil Remedies Act of 1986 on the Offeror to the extent the Federal Government deems appropriate.

(2) The Offeror also acknowledges that if it makes, or causes to be made, a false, fictitious, or fraudulent claim, statement, submission, or certification to the Federal Government under a contract connected with a project that is financed in whole or in part with Federal assistance originally awarded by FTA under the authority of 49 U.S.C. § 5307, the Government reserves the right to impose the penalties of 18 U.S.C. § 1001 and 49 U.S.C. § 5307(n)(1) on the Offeror, to the extent the Federal Government deems appropriate.

(3) The Offeror agrees to include the above two clauses in each subcontract financed in whole or in part with Federal assistance provided by FTA. It is further agreed that the clauses shall not be modified, except to identify the subcontractor who will be subject to the provisions.

8. GOVERNMENT WIDE DEBARMENT AND SUSPENSION (NONPROCUREMENT)

This contract is a covered transaction for purposes of U.S.DOT regulations, “Nonprocurement Suspension and Debarment,” 2 C.F.R. pt. 1200, which adopts and supplements U.S. Office of Management and Budget (U.S. OMB) “Guidelines to Agencies on Government Wide Debarment and Suspension (Nonprocurement),” 2 C.F.R. pt. 180.

Accordingly:

(1) The Offeror agrees to comply with the requirements of 2 C.F.R. pt. 1200, which adopts and supplements 2 C.F.R. pt. 180, throughout the period of this contract.

(2) The Offeror verifies that neither it, including its principals and affiliates, nor any of its principals in this contract, including subcontractors at any tier with contracts of \$25,000 or more, or requires the consent of a Federal official, or is for federally required audit services are presently excluded or disqualified, under the standards of those U.S. DOT regulations and U.S. OMB guidelines; or have been provided an exception in accordance with those U.S. DOT regulations and U.S. OMB guidelines. Among other things, the Offeror before entering into a covered subcontract, the Offeror agrees to:

- (a) Check the U.S. General Services Administration Excluded Parties List System (EPLS); or
- (b) Collect a certification from that person; or
- (c) Add a clause or condition the request for proposals pertaining to a covered third party contract or transaction.

(3) The Offeror agrees that it must inform the buyer/owner of any different information that may later come to its attention for the duration of this contract.

(4) The Offeror agrees to include a similar clause in any subcontract at any tier expected to be priced at \$25,000 or more (*or if applicable, contract at any tier that requires the consent of a Federal official, or contract at any tier for federally required audit services of any value*).

9. PRIVACY ACT 5 U.S.C. § 552

Contracts Involving Federal Privacy Act Requirements - The following requirements apply to the Offeror and its employees that administer any system of records on behalf of the Federal Government under any contract:

(1) The Offeror agrees to comply with, and assures the compliance of its employees with, the information restrictions and other applicable requirements of the Privacy Act of 1974.

5 U.S.C. § 552a. Among other things, the Offeror agrees to obtain the express consent of the Federal Government before the Offeror or its employees operate a system of records on behalf of the Federal Government. The Offeror understands that the requirements of the Privacy Act, including the civil and

criminal penalties for violation of that Act, apply to those individuals involved, and that failure to comply with the terms of the Privacy Act may result in termination of the underlying contract.

(2) The Offeror also agrees to include these requirements in each subcontract to administer any system of records on behalf of the Federal Government financed in whole or in part with Federal assistance provided by FTA.

10. CIVIL RIGHTS REQUIREMENTS
42 U.S.C. § 6102, 42 U.S.C. § 12112
42 U.S.C. § 12132, 49 U.S.C. § 5332
29 C.F.R. pt. 1630, 41 C.F.R. pts. 60 *et seq.*

Civil Rights - The following requirements apply to the underlying contract:

(1) **Nondiscrimination** - In accordance with Title VI of the Civil Rights Act, as amended, 42 U.S.C. § 2000d, section 303 of the Age Discrimination Act of 1975, as amended, 42 U.S.C. § 6102, section 202 of the Americans with Disabilities Act of 1990, 42 U.S.C. § 12132, and Federal transit law at 49 U.S.C. § 5332, the Offeror agrees that it will not discriminate against any employee or applicant for employment because of race, color, creed, national origin, sex, age, or disability. In addition, the Offeror agrees to comply with applicable Federal implementing regulations and other implementing requirements FTA may issue.

(2) **Equal Employment Opportunity** - The following equal employment opportunity requirements apply to the underlying contract:

(a) **Race, Color, Creed, National Origin, Sex** - In accordance with Title VII of the Civil Rights Act, as amended, 42 U.S.C. § 2000e, and Federal transit laws at 49 U.S.C. § 5332, the Offeror agrees to comply with all applicable equal employment opportunity requirements of U.S. Department of Labor (U.S. DOL) regulations, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor," 41 C.F.R. pts.60 *et seq.*, (which implement Executive Order No. 11246, "Equal Employment Opportunity," as amended by Executive Order No. 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity," 42 U.S.C. § 2000e note), and with any applicable Federal statutes, executive orders, regulations, and Federal policies that may in the future affect construction activities undertaken in the course of the Project. The Offeror agrees to take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, creed, national origin, sex, or age. Such action shall include, but not be limited to, the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. In addition, the Offeror agrees to comply with any implementing requirements FTA may issue.

(b) **Age** - In accordance with section 4 of the Age Discrimination in Employment Act of 1967, as amended, 29 U.S.C. § § 623 and Federal transit law at 49 U.S.C. § 5332, the Offeror agrees to refrain from discrimination against present and prospective employees for reason of age. In addition, the Offeror agrees to comply with any implementing requirements FTA may issue.

(c) **Disabilities** - In accordance with section 102 of the Americans with Disabilities Act, as amended, 42 U.S.C. § 12112, the Offeror agrees that it will comply with the requirements of U.S. Equal Employment Opportunity Commission, "Regulations to Implement the Equal Employment Provisions of the Americans

with Disabilities Act," 29 C.F.R. pt. 1630, pertaining to employment of persons with disabilities. In addition, the Offeror agrees to comply with any implementing requirements FTA may issue.

(3) The Offeror also agrees to include these requirements in each subcontract financed in whole or in part with Federal assistance provided by FTA, modified only if necessary to identify the affected parties.

11. DISADVANTAGED BUSINESS ENTERPRISE (DBE) **49 C.F.R. pt. 26**

Background and Applicability

The newest version on the Department of Transportation's Disadvantaged Business Enterprise (DBE) program became effective July 16, 2003. The rule provides guidance to grantees on the use of overall and contract goals, requirement to include DBE provisions in subcontracts, evaluating DBE participation where specific contract goals have been set, reporting requirements, and replacement of DBE subcontractors. Additionally, the DBE program dictates payment terms and conditions (including limitations on retainage) applicable to all subcontractors regardless of whether they are DBE firms or not.

The DBE program applies to all DOT-assisted contracting activities. A formal clause such as that below must be included in all contracts above the micro-purchase level. The requirements of clause subsection b flow down to subcontracts. A substantial change to the payment provisions in this newest version of Part 26 concerns retainage (see section 26.29). Grantee choices concerning retainage should be reflected in the language choices in clause subsection d.

Disadvantaged Business Enterprises

a. This contract is subject to the requirements of 49 C. F. R. pt. 26, and Participation by Disadvantaged Business Enterprises in Department of Transportation Financial Assistance Programs. The national goal for participation of Disadvantaged Business Enterprises (DBE) is 10 percent. A separate contract goal has not been established for this procurement.

b. The Offeror shall not discriminate on the basis of race, color, national origin, or sex in the performance of this contract. The Offeror shall carry out applicable requirements of 49 C.F.R. pt. 26 in the award and administration of this DOT-assisted contract. Failure by the Offeror to carry out these requirements is a material breach of this contract, which may result in the termination of this contract or such other remedy as the Department of Rail and Public Transportation deems appropriate. Each subcontract the Offeror signs with a subcontractor must include the assurance in this paragraph (see 49 C.F.R. pt. 26.13(b)).

1. The names and addresses of DBE firms that will participate in this contract;
2. A description of the work each DBE will perform;
3. The dollar amount of the participation of each DBE firm participating;
4. Written documentation of the Offeror's commitment to use a DBE subcontractor whose participation it submits to meet the contract goal;
5. Written confirmation from the DBE that it is participating in the contract as provided in the prime Offeror's commitment; and
6. If the contract goal is not met, evidence of good faith efforts to do so.

c. The successful Offeror will be required to report its DBE obtained through race-neutral means throughout the period of performance.

d. The Offeror is required to pay its subcontractors performing work related to this contract for satisfactory performance of that work no later than 30 days after the Offeror's receipt of payment for that work from DRPT. In addition, the Offeror is required to return any retainage payments to those subcontractors within 30 days after incremental acceptance of the subcontractor's work by DRPT and Offeror's receipt of the partial retainage payment related to the subcontractor's work.

e. The Offeror must promptly notify DRPT whenever a DBE subcontractor performing work related to this contract is terminated or fails to complete its work, and the Offeror must make good faith efforts to engage another DBE subcontractor to perform at least the same amount of work. The Offeror may not terminate any DBE subcontractor and perform that work through its own forces or those of an affiliate without prior written consent of DRPT or authorized user of the contract.

**12. INCORPORATION OF FEDERAL TRANSIT ADMINISTRATION (FTA) TERMS
FTA Circular 4220.1E**

Incorporation of Federal Transit Administration (FTA) Terms - The preceding provisions include, in part, certain Standard Terms and Conditions required by DOT, whether or not expressly set forth in the preceding contract provisions. All contractual provisions required by DOT, as set forth in FTA Circular 4220.1E, are hereby incorporated by reference. Anything to the contrary herein notwithstanding, all FTA mandated terms shall be deemed to control in the event of a conflict with other provisions contained in this Agreement. The Offeror shall not perform any act, fail to perform any act, or refuse to comply with any (name of grantee) requests which would cause (name of grantee) to be in violation of the FTA terms and conditions.

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13. FTA Certifications

ATTACHMENT A-1

1.2.23 CERTIFICATION OF PRIMARY PARTICIPANT REGARDING DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS

The Primary Participant (applicant for an FTA grant or cooperative agreement, or potential Offeror for major third party contract), _____ certifies to the best of its knowledge and belief, that it and its principals:

1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
2. Have not within a three-year period preceding this proposal been convicted of or has a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
3. Are not presently indicated for or otherwise criminally or civilly charged by a governmental entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (2) of this certification; and
4. Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause of default.

(If the primary participant (applicant for an FTA grant, or cooperative agreement, or potential third party contractor) is unable to certify any of the statements in this certification, the participant shall attach and explanation to the Certification.)

THE PRIMARY PARTICIPANT (APPLICANT FOR AN FTA GRANT OR COOPERATIVE AGREEMENT, OR POTENTIAL CONTRACTOR FOR A MAJOR THIRD PARTY CONTRACT), _____, CERTIFIES OR AFFIRMS THE TRUTHFULNESS AND ACCURACY OF THE CONTENTS OF THE STATEMENTS SUBMITTED ON OR WITH THIS CERTIFICATION AND UNDERSTANDS THAT THE PROVISIONS OF 31 U.S.C. §§ 3801 *ET SEQ.* ARE APPLICABLE THERETO.

Signature and Title of Authorized Official

1.1.23

The undersigned chief legal counsel for the _____
hereby certifies that the _____ has
authority under State local law to comply with the subject
assurances and that the certification above has been legally made.

Signature of Applicant's Attorney

Date

This space intentionally left blank

1.1.23 CERTIFICATION OF LOWER-TIER PARTICIPANTS REGARDING DEBARMENT, SUSPENSION AND OTHER INELIGIBILITY AND VOLUNTARY EXCLUSION

The Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contact, _____ certifies by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by and Federal department or agency.

(If the Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contract) is unable to certify to any of the statements in this certification, such participant shall attach an explanation to this proposal.)

THE LOWER-TIER PARTICIPANT (POTENTIAL SUB-GRANTEE OR SUB-RECIPIENT UNDER AN FTA PROJECT, POTENTIAL THIRD PARTY CONTRACTOR OR POTENTIAL SUBCONTRACTOR UNDER A MAJOR THIRD PARTY CONTRACT)

_____, CERTIFIES OR AFFIRMS THE TRUTHFULNESS AND ACCURACY OF THE CONTENTS OF THE STATEMENTS SUBMITTED ON OR WITH THIS CERTIFICATION AND UNDERSTANDS THAT THE PROVISIONS OF 31 U.S.C. §§ 3801 *ET SEQ.* ARE APPLICABLE THERETO.

(Signature and Title of Authorized Official)

The undersigned chief legal counsel for the _____
_____ hereby certifies that the
_____ has authority under State and Local law to comply with the
subject assurances and the certifications above has been legally made.

(Signature of Applicant's Attorney)

(Date)

14. TERMINATION
49 U.S.C. §§ 10301 *et seq.*
FTA Circular 4220.1F

a. Termination for Convenience (General Provision) The (Recipient) may terminate this contract, in whole or in part, at any time by written notice to the Offeror when it is in the Government's best interest. The Offeror shall be paid its costs, including contract close-out costs, and profit on work performed up to the time of termination. The Offeror shall promptly submit its termination claim to (Recipient) to be paid the Offeror. If the Offeror has any property in its possession belonging to the (Recipient), the Offeror will account for the same, and dispose of it in the manner the (Recipient) directs.

b. Termination for Default [Breach or Cause] (General Provision) If the Offeror does not deliver supplies in accordance with the contract delivery schedule, or, if the contract is for services, the Offeror fails to perform in the manner called for in the contract, or if the Offeror fails to comply with any other provisions of the contract, the (Recipient) may terminate this contract for default. Termination shall be effected by serving a notice of termination on the Offeror setting forth the manner in which the Offeror is in default. The Offeror will only be paid the contract price for supplies delivered and accepted, or services performed in accordance with the manner of performance set forth in the contract. If it is later determined by the (Recipient) that the Offeror had an excusable reason for not performing, such as a strike, fire, or flood, events which are not the fault of or are beyond the control of the Offeror, the (Recipient), after setting up a new delivery of performance schedule, may allow the Offeror to continue work, or treat the termination as a termination for convenience.

c. Opportunity to Cure (General Provision) The (Recipient) in its sole discretion may, in the case of a termination for breach or default, allow the Offeror [an appropriately short period of time] in which to cure the defect. In such case, the notice of termination will state the time period in which cure is permitted and other appropriate conditions

If Offeror fails to remedy to (Recipient)'s satisfaction the breach or default of any of the terms, covenants, or conditions of this Contract within 10 days after receipt by Offeror of written notice from (Recipient) setting forth the nature of said breach or default, (Recipient) shall have the right to terminate the Contract without any further obligation to the Offeror. Any such termination for default shall not in any way operate to preclude (Recipient) from also pursuing all available remedies against Offeror and its sureties for said breach or default.

d. Waiver of Remedies for any Breach In the event that (Recipient) elects to waive its remedies for any breach by Offeror of any covenant, term or condition of this Contract, such waiver by (Recipient) shall not limit (Recipient)'s remedies for any succeeding breach of that or of any other term, covenant, or condition of this Contract.

e. Termination for Convenience (Professional or Transit Service Contracts) The (Recipient), by written notice, may terminate this contract, in whole or in part, when it is in the Government's interest. If this contract is terminated, the Recipient shall be liable only for payment under the payment provisions of this contract for services rendered before the effective date of termination.

f. Termination for Default (Supplies and Service) If the Offeror fails to deliver supplies or to perform the services within the time specified in this contract or any extension or if the Offeror fails to comply with any other provisions of this contract, the (Recipient) may terminate this contract for default. The (Recipient) shall terminate by delivering to the Offeror a Notice of Termination specifying the nature of the default. The Offeror will only be paid the contract price for supplies delivered and accepted, or services performed in accordance with the manner or performance set forth in this contract.

If, after termination for failure to fulfill contract obligations, it is determined that the Offeror was not in default, the rights and obligations of the parties shall be the same as if the termination had been issued for the convenience of the Recipient.

g. Termination for Default (Transportation Services) If the Offeror fails to pick up the commodities or to perform the services, including delivery services, within the time specified in this contract or any extension or if the Offeror fails to comply with any other provisions of this contract, the (Recipient) may terminate this contract for default. The (Recipient) shall terminate by delivering to the Offeror a Notice of Termination specifying the nature of default. The Offeror will only be paid the contract price for services performed in accordance with the manner of performance set forth in this contract.

If this contract is terminated while the Offeror has possession of Recipient goods, the Offeror shall, upon direction of the (Recipient), protect and preserve the goods until surrendered to the Recipient or its agent. The Offeror and (Recipient) shall agree on payment for the preservation and protection of goods. Failure to agree on an amount will be resolved under the Dispute clause.

If, after termination for failure to fulfill contract obligations, it is determined that the Offeror was not in default, the rights and obligations of the parties shall be the same as if the termination had been issued for the convenience of the (Recipient).

h. Termination for Default (Construction) If the Offeror refuses or fails to prosecute the work or any separable part, with the diligence that will ensure its completion within the time specified in this contract or any extension or fails to complete the work within this time, or if the Offeror fails to comply with any other provisions of this contract, the (Recipient) may terminate this contract for default. The (Recipient) shall terminate by delivering to the Offeror a Notice of Termination specifying the nature of the default. In this event, the Recipient may take over the work and complete it by contract or otherwise, and may take possession of and use any materials, appliances, and plant on the work site necessary for completing the work. The Offeror and its sureties shall be liable for any damage to the Recipient resulting from the Offeror's refusal or failure to complete the work within specified time, whether or not the Offeror's right to proceed with the work is terminated. This liability includes any increased costs incurred by the Recipient in completing the work.

The Offeror's right to proceed shall not be terminated nor shall the Offeror be charged with damages under this clause if

1. the delay in completing the work arises from unforeseeable causes beyond the control and without the fault or negligence of the Offeror. Examples of such causes include: acts of God, acts of the Recipient, acts of another Offeror in the performance of a contract with the Recipient, epidemics, quarantine restrictions, strikes, freight embargoes; and
2. the Offeror, within 10 days from the beginning of any delay, notifies the (Recipient) in writing of the causes of delay. If in the judgment of the (Recipient), the delay is excusable, the time for completing the work shall be extended. The judgment of the (Recipient) shall be final and conclusive on the parties, but subject to appeal under the Disputes clauses.

If, after termination of the Offeror's right to proceed, it is determined that the Offeror was not in default, or that the delay was excusable, the rights and obligations of the parties will be the same as if the termination had been issued for the convenience of the Recipient.

i. Termination for Convenience or Default (Architect and Engineering) The (Recipient) may terminate this contract in whole or in part, for the Recipient's convenience or because of the failure of the Offeror to fulfill the contract obligations. The (Recipient) shall terminate by delivering to the Offeror a Notice of

Termination specifying the nature, extent, and effective date of the termination. Upon receipt of the notice, the Offeror shall (1) immediately discontinue all services affected (unless the notice directs otherwise), and (2) deliver to the Contracting Officer all data, drawings, specifications, reports, estimates, summaries, and other information and materials accumulated in performing this contract, whether completed or in process.

If the termination is for the convenience of the Recipient, the Contracting Officer shall make an equitable adjustment in the contract price but shall allow no anticipated profit on unperformed services.

If the termination is for failure of the Offeror to fulfill the contract obligations, the Recipient may complete the work by contract or otherwise and the Offeror shall be liable for any additional cost incurred by the Recipient.

If, after termination for failure to fulfill contract obligations, it is determined that the Offeror was not in default, the rights and obligations of the parties shall be the same as if the termination had been issued for the convenience of the Recipient.

j. Termination for Convenience of Default (Cost-Type Contracts) The (Recipient) may terminate this contract, or any portion of it, by serving a notice of termination on the Offeror. The notice shall state whether the termination is for convenience of the (Recipient) or for the default of the Offeror. If the termination is for default, the notice shall state the manner in which the Offeror has failed to perform the requirements of the contract. The Offeror shall account for any property in its possession paid for from funds received from the (Recipient), or property supplied to the Offeror by the (Recipient). If the termination is for default, the (Recipient) may fix the fee, if the contract provides for a fee, to be paid the Offeror in proportion to the value, if any, of work performed up to the time of termination. The Offeror shall promptly submit its termination claim to the (Recipient) and the parties shall negotiate the termination settlement to be paid the Offeror.

If the termination is for the convenience of the (Recipient), the Offeror shall be paid its contract close-out costs, and a fee, if the contract provided for payment of a fee, in proportion to the work performed up to the time of termination.

If, after serving a notice of termination for default, the (Recipient) determines that the Offeror has an excusable reason for not performing, such as strike, fire, flood, events which are not the fault of and are beyond the control of the Offeror, the (Recipient), after setting up a new work schedule, may allow the Offeror to continue work, or treat the termination as a termination for convenience.

15. BREACHES AND DISPUTE RESOLUTION

49 C.F.R. pt. 18

FTA Circular 4220.1F

Applicability to Contracts

All contracts in excess of \$100,000 shall contain provisions or conditions which will allow for administrative, contractual, or legal remedies in instances where Offerors violate or breach contract terms, and provide for such sanctions and penalties as may be appropriate. This may include provisions for bonding, penalties for late or inadequate performance, retained earnings, liquidated damages or other appropriate measures.

Flow Down

The Breaches and Dispute Resolutions requirements flow down to all tiers.

Model Clauses/Language

FTA does not prescribe the form or content of such provisions. What provisions are developed will depend on the circumstances and the type of contract. Recipients should consult legal counsel in developing appropriate clauses. The following clauses are examples of provisions from various FTA third party contracts.

Disputes - Disputes arising in the performance of this Contract which are not resolved by agreement of the parties shall be decided in writing by the authorized representative of (Recipient)'s [title of employee]. This decision shall be final and conclusive unless within 10 days from the date of receipt of its copy, the Offeror mails or otherwise furnishes a written appeal to the [title of employee]. In connection with any such appeal, the Offeror shall be afforded an opportunity to be heard and to offer evidence in support of its position. The decision of the [title of employee] shall be binding upon the Offeror and the Offeror shall abide by the decision.

Performance During Dispute - Unless otherwise directed by (Recipient), Offeror shall continue performance under this Contract while matters in dispute are being resolved.

Claims for Damages - Should either party to the Contract suffer injury or damage to person or property because of any act or omission of the party or of any of his employees, agents or others for whose acts he is legally liable, a claim for damages therefore shall be made in writing to such other party within a reasonable time after the first observance of such injury or damage.

Remedies - Unless this contract provides otherwise, all claims, counterclaims, disputes and other matters in question between the (Recipient) and the Offeror arising out of or relating to this agreement or its breach will be decided by arbitration if the parties mutually agree, or in a court of competent jurisdiction within the State in which the (Recipient) is located.

Rights and Remedies - The duties and obligations imposed by the Contract Documents and the rights and remedies available thereunder shall be in addition to and not a limitation of any duties, obligations, rights and remedies otherwise imposed or available by law. No action or failure to act by the (Recipient), (Architect) or Offeror shall constitute a waiver of any right or duty afforded any of them under the Contract, nor shall any such action or failure to act constitute an approval of or acquiescence in any breach thereunder, except as may be specifically agreed in writing.

April 26, 2013

RFP#: 505-13-RR0001

**Commonwealth of Virginia
Department of Rail and
Public Transportation**

600 East Main Street, Suite 2102
Richmond, VA 23219



**GENERAL PLANNING CONSULTANT SERVICES CONTRACT FOR TRANSIT PROJECTS
IN VIRGINIA** ————— 918-96 TRANSPORTATION CONSULTING



Submitted to:

**Virginia Department of Rail and
Public Transportation (DRPT)**

Baker

Submitted by:

Michael Baker Jr., Inc.
1801 Bayberry Court, Suite 101
Richmond, VA 23226

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April 25, 2013

Ms. Ashley Nusbaum
Purchase Officer
Department of Rail and Public Transportation
600 East Main Street, Suite 2102
Richmond, Virginia 23219

Re: General Planning Consultant Services Contract for Transit Projects in Virginia, RFP 505-13-RR0001

Dear Ms. Nusbaum:

Baker is pleased to present our proposal for the General Planning Consultant Services for Transit Projects contract. We have carefully assembled a team that will provide DRPT with expert assistance to conduct high quality technical analysis for all of the areas specified in the Request for Proposals. While ensuring that a complete and diverse set of skills will be available to support DRPT, we have also provided tremendous depth of staff, a strong team of firms that have worked together previously, and a team with a particular focus on land use planning as it relates to transit development and funding. We understand that DRPT will be navigating changes in the Federal Transit Administration’s regulatory requirements during this contract, and we are prepared to provide DRPT and its grantees with success in this arena. Our goal is to offer the right experts and support staff for each task order, along with excellent, local contract administration – a combination that will make task order administration easy for DRPT.

Lorna Parkins, AICP is our proposed project manager for this contract. Based in Baker’s Richmond, Virginia office, she is a highly experienced project manager who specializes in transit and multimodal transportation planning, and she is a truly effective and collaborative team leader. She is presently serving DRPT as project manager for the Broad Street BRT corridor study, and she has also worked closely with DRPT’s planning staff on statewide planning efforts under the Office of Intermodal Planning and Investment Multimodal On-Call. In addition to being a strong technical lead for planning studies, Lorna is an excellent manager of the administrative processes that are required under this contract. Lorna will be supported by a strong team of Baker planners and engineers with expertise in all of the areas specified in the scope of work, as well as the following teammates:

Firm	Role
STV, Inc.	Alternatives Analysis, operational analysis, safety & security, ITS
Renaissance Planning Group	Multimodal planning, land use integration, training, public outreach
McCormick Taylor	Environmental Analysis/NEPA, training, public outreach
Resource Systems Group, Inc.	Market analysis, surveys, ridership forecasting
Foursquare Integrated Transportation Planning (DMBE/SWAM)	Operating planning and analysis, project evaluation, short-range plan and program evaluation
4Ward Planning	Land use and economic analysis, strategic planning, project funding
Twaddell Associates (DMBE/SWAM)	Public involvement, technical writing, training

The Baker team offers the benefits of technical expertise, project insight and national experience, together with a local presence, enabling us to provide DRPT with in-depth capabilities and responsiveness. Our team is committed to working with DRPT in a way that is positive, collaborative and enjoyable. The Baker Team would be honored to help DRPT and its grantees pursue their visions for enhanced transit service throughout Virginia.

Very truly yours,

MICHAEL BAKER JR., INC.
Paul M. Prideaux, PE
Vice President, Richmond Office Manager

Request for Proposal (RFP) Cover Sheet

RFP #: 505-13-RR0001

Issue Date: March 28, 2013

Title: General Planning Consultant Services Contract for Transit Projects in Virginia

Commodity Code: 918-96 Transportation Consulting

Issuing Agency: Commonwealth of Virginia
Department of Rail and Public Transportation
600 East Main Street, Suite 2102
Richmond, VA 23219

Initial Period of Contract: Three years from date of award

Proposals Will be received until: April 26, 2013
4:00 p.m.

All inquiries must be directed in writing to: Ashley Nusbaum, Procurement Manager
ashley.nusbaum@drpt.virginia.gov

No proposal will be accepted after the closing date and time unless the closing date and time is modified by written addendum. Proposals must be sealed and mailed or hand delivered to the appropriate delivery address identified above.

In compliance with this RFP and all conditions imposed in this RFP, the undersigned firm offers and agrees to furnish the services in accordance with the attached signed proposal or as mutually agreed upon by subsequent negotiation, and hereby certifies that all information provided below and in any schedule attached hereto is true, correct, and complete.

Name and Address of Firm:

<u>Michael Baker Jr., Inc.</u>	<u>April 25, 2013</u>
<u>1801 Bayberry Court, Suite 101</u>	Date
<u>Hillcrest Building</u>	<u>Paul Prideaux</u>
<u>Richmond, VA 23226</u>	Signature in Ink
<u>25-1228638</u>	<u>Paul Prideaux, P.E., Vice President</u>
FEI/FIN Number	Printed or Typed Name of Above
<u>pprideaux@mbakercorp.com</u>	<u>804-287-3160</u>
E-mail	Phone
	<u>804-285-8530</u>
	Fax

Note: An Optional Pre-Proposal Conference will be held on April 9, 2013 at 10:00 a.m. See Section VIII for more information.

Small Businesses, Women-Owned Businesses, and Minority-Owned Businesses are encouraged to participate.



COMMONWEALTH of VIRGINIA

Thelma D. Drake
Director

DEPARTMENT OF RAIL AND PUBLIC TRANSPORTATION
600 EAST MAIN STREET, SUITE 2102
RICHMOND, VA 23219

(804) 786-4440
FAX (804) 225 3752
VIRGINIA RELAY CENTER
1-800-828-1120 (TDD)

April 10, 2013

ADDENDUM NO. 1 TO ALL OFFERORS:

Reference – Request for Proposals: 505-13-RR0001
Commodity: 918-96 Transportation Consulting
Dated: March 28, 2013
For Delivery To: Department of Rail and Public Transportation,
Agencies/Facilities within the Transportation
Secretariat and Grantees of DRPT
Proposal Due: April 26, 2013
Pre-proposal Conference: April 9, 2013

The above is hereby changed to read:

1. Reference Page 27, Attachment C - Department of Minority Business Enterprise (DMBE) Small Business Subcontracting Plan; Section B. is replaced with “If you are not a DMBE-certified small business, complete Section B of this form. For the offeror to receive credit for the small business subcontracting plan evaluation criteria, the offeror shall identify the portions of the contract that will be subcontracted to DMBE-certified small business in this section. Points will be assigned based on each offeror’s proposed subcontracting expenditures with DMBE certified small businesses for the initial contract period as indicated in Section B in relation to the offeror’s total price.

2. Reference Pages 27 and 30, Attachment C - Department of Minority Business Enterprise (DMBE) Small Business Subcontracting Plan; Section C. on pages 27 and 30 are stricken from the RFP.

Clarification Questions

See attached responses to all questions received on or before April 9, 2013.

All other information will remain the same.

Note: A signed acknowledgment of this addendum must be received at the location indicated on the RFP either prior to the proposal due date and hour or attached to your proposal. Signature on this addendum does not substitute for your signature on the original proposal document. The original proposal document must be signed.

Regards,

Ashley Nusbaum
Contract Officer
Phone: 804-786-2890

Michael Baker Jr., Inc.

Name of Firm

Paul Prideaux Vice President
Signature/Title

April 25, 2013
Date

Attachment

The Smartest Distance Between Two Points
www.drpt.virginia.gov



COMMONWEALTH of VIRGINIA

Thelma D. Drake
Director

DEPARTMENT OF RAIL AND PUBLIC TRANSPORTATION
600 EAST MAIN STREET, SUITE 2102
RICHMOND, VA 23219

(804) 786-4440
FAX (804) 225 3752
VIRGINIA RELAY CENTER
1-800-828-1120 (TDD)

April 22, 2013

ADDENDUM NO. 2 TO ALL OFFERORS:

Reference – Request for Proposals:	505-13-RR0001
Commodity:	918-96 Transportation Consulting
Dated:	March 28, 2013
For Delivery To:	Department of Rail and Public Transportation, Agencies/Facilities within the Transportation Secretariat and Grantees of DRPT
Proposal Due:	April 26, 2013
Pre-proposal Conference:	April 9, 2013

The above is hereby changed to read:

- 1. Reference Page 9, Tab 3 C.: Section C. on page 9 is stricken from the RFP.

Clarification Questions

See attached responses to all questions received since April 10, 2013.

All other information will remain the same.

Note: A signed acknowledgment of this addendum must be received at the location indicated on the RFP either prior to the proposal due date and hour or attached to your proposal. Signature on this addendum does not substitute for your signature on the original proposal document. The original proposal document must be signed.

Regards,

Ashley Nusbaum
Contract Officer
Phone: 804-786-2890

Michael Baker Jr., Inc.
Name of Firm

Paul Prideaux Vice President
Signature/Title

April 25, 2013
Date

Attachment

The Smartest Distance Between Two Points
www.drpt.virginia.gov

v. State Corporation Commission (SCC) Identification Number

“State Corporation Commission (SCC) Identification Number – See Attachment B - Special Terms and Conditions for the SCC Identification Number reporting requirement.” Specific Proposal Requirements, ¶4, “State Corporation Commission (SCC) Identification Number (pg. 8 of the RFP); Attachment I (pg. 41 of the RFP)

ATTACHMENT I

State Corporation Commission Form

Virginia State Corporation Commission (SCC) registration information. The Offeror:

is a corporation or other business entity with the following SCC identification number: F026074-7 - Please find scanned images of Michael Baker Jr., Inc.'s State Corporation Commission Certificate to transact business in Virginia, since 1992, displayed below.

is not a corporation, limited liability company, limited partnership, registered limited liability partnership, or business trust **-OR-**

is an out-of-state business entity that does not regularly and continuously maintain as part of its ordinary and customary business any employees, agents, offices, facilities, or inventories in Virginia (not counting any employees or agents in Virginia who merely solicit orders that require acceptance outside Virginia before they become contracts, and not counting any incidental presence of the Offeror in Virginia that is needed in order to assemble, maintain, and repair goods in accordance with the contracts by which such goods were sold and shipped into Virginia from Offeror's out-of-state location) **-OR-**

is an out-of-state business entity that is including with this proposal an opinion of legal counsel which accurately and completely discloses the undersigned Offeror's current contacts with Virginia and describes why those contacts do not constitute the transaction of business in Virginia within the meaning of § 13.1-757 or other similar provisions in Titles 13.1 or 50 of the Code of Virginia.

****NOTE**** >> Check the following box if you have not completed any of the foregoing options but currently have pending before the SCC an application for authority to transact business in the Commonwealth of Virginia and wish to be considered for a waiver to allow you to submit the SCC identification number after the due date for proposals (the Commonwealth reserves the right to determine in its sole discretion whether to allow such waiver):



UNDERSTANDING OF WORK AND PLAN FOR PROVIDING SERVICES



DRPT

Baker

1. Understanding of Work and Plan for Providing Services

“The Offeror must provide a detailed description of its understanding of the services to be provided with descriptions of the approach and procedures employed on similar projects elsewhere. The Offeror must describe the process it will follow to respond to a specific purchase order request from DRPT. The Offeror must also describe the management procedures it will follow to oversee work by its personnel and work by subcontractors on multiple purchase orders simultaneously.”

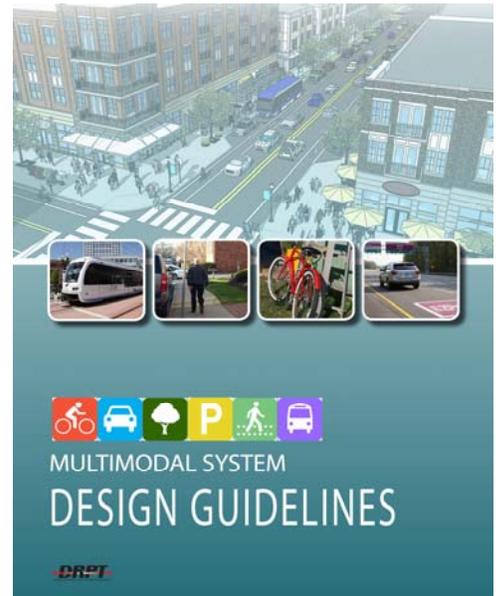
Specific Proposal Requirements, ¶ 5, “Tab 1 Understanding of Work and Plan for Providing Services” (pg. 8 of the RFP)

The Baker Team has been assembled based on our understanding of the services that DRPT requires for this consulting contract. In the sections that follow, we discuss our overall understanding of the required services, provide an example of how we will administer purchase order requests, and then describe our overall management procedures.

1.1 Understanding of Services

DRPT’s Transit Division requires the services of an on-call consultant to provide planning services, preliminary / conceptual design support, environmental analysis, program management, statewide, regional and local transit planning services for projects throughout the Commonwealth of Virginia. These planning services could range from implementing elements of much larger regional studies such as the SuperNOVA Regional Transit and TDM Vision Plan, to supporting individual transit agencies with evaluation of capital improvements or updates of transit development plans. Assignments also could include development of statewide performance measures and the data to support them.

Baker understands that our team needs to include expertise in all types of transit planning – human services and paratransit, fixed route bus service; transportation demand management; all forms of bus and rail rapid transit; capital facilities such as maintenance facilities, transfer centers and stations; and policy planning to address performance, funding needs, and the development of new transit initiatives. In the future, as the Federal Transit Administration (FTA) transitions away from being a “micro-manager” of the transit development and alternatives analysis process, DRPT and its grantees will need to apply strong planning processes that link transportation, land use and economics to produce highly cost-effective projects with strong local support. **Our team is specifically designed to meet these needs by offering the highest caliber of public engagement, transportation-land use integration, and land use economics expertise.** We support these core functions with a full array of planning, environmental and engineering professionals who can bring national experience in successful transit projects to DRPT. We also understand the need for DRPT to provide statewide assessments of future transit needs and the funding necessary to meet those needs, through the Statewide Transit Plan, the Virginia Surface Transportation Plan, and VTrans. Meanwhile, DRPT will also need to address performance measurement requirements from legislation including SJR297 and MAP-21 during this contract. Our team members’ prior work with DRPT on projects such as the Broad Street Rapid Transit Study, Statewide Multimodal Design Guidelines, VTrans2035 Update, the Virginia Surface Transportation Plan, and local Transit Development Plans (TDPs) demonstrates our understanding of the consultant support your agency requires, and we are eager to provide these and other services in support of DRPT’s mission for the next five years.



DRPT’s Multimodal System Design Guidelines prepared by our Team members.

1.2 Approach and Procedures Employed on Similar Projects

Since the scope of work is so varied, DRPT will require a team not only with the depth of resources and flexibility to provide a wide range of transit services, but also one that is familiar with on-call type contracts in Virginia. The Baker Team offers DRPT both of these values and we will describe how we have approached similar contracts and tasks for the twelve potential services noted in the RFP, on the following pages.

1.2.1 Project Feasibility/Identification and Alternatives Analysis

The Baker Team excels at planning and feasibility analyses for transit projects including corridor plans, site access or site-specific plans, sub-area or regional assessments, and statewide plans. Our experience includes operational planning such as capacity analysis and transit operational modeling as well as forecasting for ridership, station access, and other feasibility elements for transit initiatives. Our expertise includes transportation–land use integration planning, market forecasting, multimodal access planning, and real estate and value capture analysis. Our team understands that in order for any transit project to proceed, the preliminary planning needs to demonstrate feasibility and cost-effectiveness, with a focus on the evaluation criteria required by FTA, as well as local acceptance. For example, a qualitative assessment of a transit corridor’s redevelopment potential will suffice for FTA, but local funding partners generally want to see a quantitative assessment of project benefits compared to costs.

Our team members have prepared all phases of conceptual design for planning studies as well including conceptual design, preliminary design, and the preparation of cost estimates. We have conducted this work in all transit modes including express bus, BRT, LRT, commuter rail and ferries. We have engineering expertise well beyond that required for this planning contract and, in fact, have completed final design and construction for transit projects across the country. We have worked with all of the available transportation modeling tools to assess multimodal strategies to reduce congestion and improve mobility. Our team is highly experience with simulation and travel demand models and is particularly adept at applying them to transit and multimodal studies. Our insights from our full array of transit projects serve our planning studies well. We are comfortable working with all data sources in Virginia and have extensive GIS, mapping, and surveying experience in the state to use in developing planning and feasibility studies.

We have provided similar services for a variety of clients, including transit providers across the U.S. Our team members have performed project planning and feasibility analysis on BRT systems in Pittsburgh, several cities in Colorado, Orange County California, and parts of Maryland; in addition to light rail or streetcar systems in Denver, the Puget Sound region, Cleveland, Pittsburgh, Charlotte, Baltimore, and Philadelphia. Many of the studies we have performed compared multiple transit technologies. These studies rely heavily on initial assessments of feasibility, evaluating existing conditions and the project’s needs and purposes using a robust set of measures of effectiveness to enable clear and objective alternatives analysis.

In February of this year, FTA and FHWA jointly released a federal rule intended to streamline the NEPA process. The Baker Team will fully utilize this rule to streamline projects for DRPT. For example, in the future, the fundamentals of the project Problem Statement and the NEPA statement of Purpose and Need will be united into one analysis in the environmental document. This is one of several streamlining aspects currently being incorporated and prepared by Baker in the Broad Street BRT AA/EA, which will be one of the first transit studies to combine the previously separate AA and EA documents under the updated FTA process.

We can combine what we have learned in the extensive experience gained on other planning and feasibility analysis studies, with our understanding of FTA’s new direction in project development processes, to support successful project development for DRPT and its grantees. Our team is intentionally designed to emphasize multimodal

TABLE 2-18: SUMMARY OF INITIAL SCREENING RESULTS

Measures of Effectiveness	No Build	Baseline	Build 1	Build 2
Improve local and regional mobility				
Impact on transit ridership	C	B	B	B
Impact on general traffic	C	C	D	F
Impact on on-street parking	C	C	D	F
Impact on vehicle and pedestrian safety	F	F	B	B
Support economic development along the corridor				
Impact on residential access to transit	C	B	B	B
Impact on transit access to activity centers	C	B	A	A
Impact on transit access to redevelopment sites	C	B	A	A
Promote livable, transit-oriented development				
Ability to support higher density land uses	C	C	B	B
Create a multi-modal transportation system with attractive travel choices				
Average operating speed	C	B	B	A
Number of intermodal connections	C	C	B	B
Level of investment that can support future upgrades	C	B	B	B
Frequency, schedule, and travel times of transit services in the corridor	C	B	A	A

This table shows the initial screening results for the Broad Street BRT Alternatives Analysis.

analysis, transportation-land use integration, and the connections between local redevelopment potential, and project funding, to ensure that we capture the most important aspects of not only feasibility, but local acceptance and funding which are the keys to success for future transit projects.

1.2.2 Environmental Analysis

The Baker Team is highly capable to perform all environmental analyses that could arise under this contract. Our team members are industry leaders in the full range of transportation related environmental planning and compliance services including environmental impact analysis, documentation, agency coordination, permitting, wetland mitigation, noise studies, cultural resources evaluation, socioeconomic assessment, and environmental justice evaluations under Federal Transit, Federal Highway and Federal Railroad Administration guidelines. We offer an experienced group of environmental professionals that are both skilled and knowledgeable at adhering to the National Environmental Policy Act (NEPA) and producing environmental documents that facilitate defensible environmental decisions by state transportation agencies. Our team members have completed countless Environmental Impact Statements, Environmental Assessments and Categorical Exclusions, along with Section 4(f) and 6(f) Evaluations, Section 106 documentation, and numerous document reevaluations. **Baker has prepared over 30 approved FTA Environmental Documents for transit projects nationwide.**

Our vast knowledge of NEPA regulations and documentation requirements is demonstrated in part through our team member McCormick Taylor’s work conducting NEPA training on behalf of FHWA’s National Highway Institute (NHI) throughout the United States.

DRPT’s needs under this contract can best be met by a team that offers a combination of in-state knowledge of resource agency staff and preferences, knowledge of Virginia-specific data sources and regulations, and national experience applying federal environmental laws and regulations to transit projects. **Our team offers exactly this combination.** In Virginia, both Baker and McCormick Taylor have worked across the Commonwealth on transportation corridor studies involving the same resource agency representatives (such as the Department of Historic Resources) and data sources that would be essential to studies under this contract. At the same time, we have worked across the U.S. on NEPA documentation for numerous transit projects, including both light rail and BRT projects in Colorado; station development and rapid transit corridor extension projects for the Greater Cleveland Regional Transit Authority (GCRTA); light rail, BRT and Maglev projects in the Pittsburgh region; and ongoing work for the Virginia Railway Express, Maryland State Highway Administration, Maryland Transit Administration, Maryland Transportation Authority, Pennsylvania Department of Transportation, Southeastern Pennsylvania Transportation Authority, New Jersey Transit and the Delaware Department of Transportation.

Our successful experience in environmental documentation for all these clients is attributable to a variety of factors including: a thorough understanding of the processes and priorities of all requisite government agencies, well informed scheduling and manpower assignment programs, and comprehensive review and documentation standards. We are acutely aware of the processes which must be followed to see that the NEPA documentation is submitted properly and approved within the appropriate timeframes.

Environmental services for transit projects can range from a Categorical Exclusion document for a small Park and Ride lot to an AA/DEIS/Draft Section 4(f) Evaluation for a proposed new rapid transit corridor. On the Broad Street BRT AA/EA project, Baker and Renaissance combined the socioeconomic, land use and transportation impact

CHALLENGE & SOLUTION

Baker, along with subconsultant McCormick Taylor, prepared an Environmental Assessment (EA) for the Keystone Corridor East project in Harrisburg, PA. For the potential rail line improvements to be eligible for ARRA stimulus funds, grant applications and environmental approval under NEPA needed to be completed quickly – in less than one month! The expedited work was done on time by adhering to a detailed action plan prepared to address all regulatory requirements. All team members worked cohesively to complete agency coordination and deliver necessary documentation on schedule.

analyses necessary for both the AA and EA processes to streamline the effort required for FTA’s then-separate documentation requirements. As a result of this effort, we are poised to provide a combined AA/EA document under FTA’s new MAP-21 guidelines without re-work in these critical areas of analysis. As we approach new transit studies, our vast comprehension of the NEPA process will facilitate integrating the AA and EA analyses as FTA now requires. We are also on the leading edge of preparing user-friendly environmental documents. For example, in Cleveland, we are supporting the preparation of the Blue Line Extension EA in a unique “Tell the Story” format that was requested by FTA as a demonstration project.

1.2.3 Public Participation

The Baker Team has extensive, award-winning experience in public involvement and consensus building involving both “high tech” solutions that involve cutting edge technology for expanding the reach of public input and “high touch” solutions that involve extensive personal outreach and expert facilitation. We are experienced in using the internet and social media to reach a wide array of participants. We also employ an variety of direct communication techniques such as the NCI format of charrettes, conventional public input meetings, and creative interactive design workshops. Testaments to our work and success include multiple project and planning awards from MPOs and planning associations.

As an example, the Baker Team’s lead for public participation, Renaissance Planning Group, won a Community Design Award of Excellence for Public Participation from the Hillsborough County City-County Planning Commission for the “Transit Concept for 2050” project on behalf of the Hillsborough County MPO. Renaissance led the development of this very involved and successful public outreach campaign.

As one of the consultant teams chosen for VDOT’s Local Assistance Program for Urban Development Areas in Virginia, the team of Renaissance and Baker lead a team of professionals through an array of local government projects with sensitive public involvement issues that included building a case and consensus for Smart Growth and Traditional Neighborhood Design in cities, towns and counties throughout the Commonwealth. The project was recognized by both the American Planning Association and the Urban Land Institute with local chapter awards for excellence.

One of the cornerstones of our work is to link plans and strategies with a community’s values and aspirations. This is important for two reasons: first, it requires a planning process that is more inclusive and reflective of a community’s diversity; and second, it helps to ensure a plan’s lasting legacy through decisions that are reflective of shared values. We have found that successful projects involve not just members of the public, but elected officials, agency representatives, property owners and business owners.

The Baker Team employs a storytelling process that uses analytical data as “proof points” to define and reinforce key messages in support of project recommendations and implementation actions. Renaissance has developed and applied this process for many projects focusing on transportation-land use integration using an “imagination first” approach

CHALLENGE & SOLUTION

Understanding key political sensitivities in a local context is a frequent challenge in crafting a public input process. Knowing if there is a history of contentiousness about certain issues, knowing which groups or organizations need to be brought in from day one, and knowing the legislative requirements for review of plans can be the key to having a public input process that is seen as valid, legitimate and effective in a local context. The Baker Team is uniquely qualified to understand how to fit these sensitivities into the public process.

In particular, our Team has unparalleled local government experience throughout dozens of Virginia localities. In addition to experience with local governments, team member Renaissance’s land use and transportation specialists have in-depth knowledge of Virginia requirements for public notice and the legal review process for a variety of planning processes at all scales. This knowledge of the legal framework that underpins the public input process, along with our familiarity with local governments and our depth of experience in designing and managing public input processes gives the Baker Team a clear advantage in serving DRPT for any anticipated work with the public and stakeholders on future task orders.

that enables the community and stakeholders to envision outcomes that will guide or be used to refine, clarify and confirm the vision for a given project.



This MetroQuest site provides public input on project prioritization for an MPO client of Baker.

We use a variety of techniques, web-based tools and social media sites to solicit community feedback and to help the community express its desires. Web-based tools and social media sites will not replace the importance of face-to-face meetings, but when utilized and structured meaningfully, they can leverage and add great value to broaden the overall engagement experience. For example, we have used a MetroQuest-based interactive website platform for half a dozen planning projects across the U.S. in the past year with impressive participation results. We have used this interactive tool to gain input on goals, values, existing conditions, travel patterns, project prioritization, preferred land use and transportation scenarios, and other useful points of engagement.

The Baker Team has provided full public engagement services that meet all federal, state, local (particularly Title VI) requirements, for diverse transit projects. This experience will serve DRPT well under this contract. For example:

- Baker is currently conducting public outreach to engage developers, residents, and potential riders for the largest BRT project under construction in the U.S., **CTfastracks** in Hartford, CT. This effort involves extensive in-person as well as web-based outreach strategies.
- McCormick Taylor was selected by the New Jersey Department of Transportation (NJDOT) for the Statewide Public Involvement/Community Impact Assessment program. The project has resulted in several unique task order projects around the state, including Title VI/Environmental Justice training, transit and pedestrian studies and community-based designed charrettes.
- Baker’s outreach process for I-225 FasTracks light rail project in the Denver, Colorado region included fostering participation of low-income schoolchildren as both an environmental justice and public engagement strategy. The student participants gained insight into the transportation planning profession while serving as ambassadors between their families and neighborhoods and the study team to help shape the project.
- Baker and Renaissance worked with DRPT and other statewide agencies to provide innovative stakeholder engagement for the VTrans2035 update, including simultaneous regional meetings featuring both joint webinar presentations and concurrent local breakout exercises. These important meetings shaped the goals, investment priorities, and performance-based planning approach for the statewide multimodal plan.



Image above depicts school children engaged in I-225 FasTracks Planning.

1.2.4 Marketing and Research

The Baker Team understands that in order to plan, implement, and evaluate transit services in Virginia, an array of marketing and research services may be required. For each project, we will carefully consider the existing data resources and any gaps, and we will work with local representatives, DPRT, and potentially FTA to determine a cost-effective solution for providing the necessary data at an acceptable level of quality and detail. We are very familiar with the need to have common measures of effectiveness and data to support the measures, and the Baker Team has already extensively engaged DRPT in this process through services provided on task orders with the Office of Intermodal Planning and Investment. Our recent development of comprehensive GIS data for the Corridors of

Statewide Significance and the development of Statewide Multimodal Measures of Accessibility and Mobility are examples.

Planning studies are often constrained by the quality of their underlying data regarding travel patterns and transit ridership. Our team includes a premier national firm in the development of statistically valid and robust traveler information, Resource Systems Group (RSG). RSG has conducted stated preference market studies for transportation mode choice modeling applications to determine the demand for existing and new transportation services including transit, and has been a leading innovator in survey and modeling methods. From RSG's experience co-authoring the first U.S. DOT manual on transportation applications of stated preference methods in 1981 to full integration of survey origin-destination questions with current web-based mapping technologies today, RSG can meet the highest standard of survey data with a user-friendly approach and reliable results. Recent work includes diary surveys and origin-destination surveys in Orlando, Tampa, Ft. Myers, Jacksonville and Miami, as well as Michigan, Ohio, Portland, Los Angeles and other locations. On-board transit surveys are a key component of data

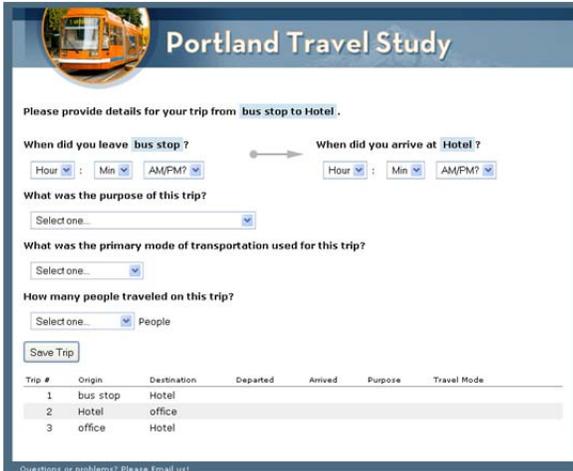


Image capture of RSG's Portland Travel Study Survey.

collection efforts, and several of our team members have experience with a wide array of these surveys, including multi-lingual survey instruments. For example, Baker provided both on-line and on-board passenger surveys for the commuter and fixed-route transit services in Loudoun County. These surveys were supported by market research surveys administered at senior centers throughout the county and other outreach activities. All surveys were provided in both English and Spanish. Importantly, we can mobilize staff in any region of Virginia to conduct these surveys as needed.

The implementation of successful transit services and transit corridor plans relies heavily on public relations. Several members of the Baker Team have worked with transit, regional and state agencies to foster strong public understanding and acceptance of new transit services, which in turn encourages maximum success in terms of ridership and positive public perception. We also perform outreach to existing businesses and land-owners and the development community to facilitate transit-oriented development initiatives – we work to ensure common goals are met while concerns are addressed. We work closely with our clients to understand the local market while bringing national expertise in demonstrating the benefits of transit service to neighborhoods and communities. Our efforts serve to educate these audiences about strategies they can use to maximize the benefits of transit while dispelling common misperceptions about transit services and its riders. This engagement is critical to the long-term success of transit projects. We have performed these services for transit systems and local governments in southern California, Arizona, Cleveland, Pennsylvania, Connecticut, New Jersey and Florida.

CHALLENGE & SOLUTION

Baker team member McCormick Taylor met the challenge to support the Delaware Valley Regional Planning Commission (DVRPC) in its mission to implement transit-oriented development in the Philadelphia Metropolitan Area. The Schuylkill Valley Metro Corridor Station Area Regional Communications/Marketing Study supported a proposed 62-mile rail transit system expected to carry 50,000 daily passengers. This program included developing and producing graphically pleasing and informative newsletters and PowerPoint presentations, interacting with several known networks to bring the regional TOD concept to diverse target audiences, developing public education and outreach materials, offering strategic advice on reaching target markets for Transit-Friendly Mortgage product promotional activities, assisting in the design of the regional outreach strategy, and evaluating the success of the overall program.

1.2.5 Financial Planning and Analysis

The Baker Team is designed to provide all types of financial studies that may be required for transit planning task orders. Our team is highly experienced in capital and operating cost estimation (discussed further in the section that follows) as well as the cash flow analysis and financial planning necessary to establish financial feasibility and sustainability of proposed transit services. We have prepared business plans for transit agencies of all sizes. We are familiar with, and are frequent users of, the FTA models for cost estimation and have applied them to transit projects including BRT, light rail, and commuter rail. We also have performed extensive financial analyses of bus operations to assess feasibility, productivity, and justification for new or existing routes. For example, for the Loudoun County transit plan, we recommended modifications to existing routes and a system of new feeder routes in the county to coordinate with the extension of Metrorail service to the eastern part of the County (i.e., the Silver Line), based on detailed assessment of operating costs and route productivity. These recommendations were supported by a multi-phase financial plan. Moving forward, we are cognizant of the increased emphasis by FTA on state of good repair and the role it will play in the evaluation of New Starts applications. The Baker Team can support DRPT and its grantees in taking a proactive approach to managing transit assets to meet these critical objectives, for example by evaluating asset repair and replacement scenarios, and by developing best practices and evaluation tools for transit providers.



Our team understands the unique dynamics of transit-oriented development, such as the Ballston area represented here.

A critical component of financial planning for transit addresses the market conditions for land use change and the potential to leverage a higher tax base to help pay for transit. The Baker Team will conduct regional market evaluations, where necessary and appropriate, throughout the Commonwealth of Virginia, to thoroughly understand near- and long-term economic and market fundamentals which would likely influence DRPT's and its grantees' financial operations, as well as set forth opportunities and challenges for public-private investment partnerships.

Team member 4ward Planning has and continues to provide economic and financial analysis services to a number of transit and transportation agencies, nationally, including the following:

- New Jersey Transit (TOD market and financial feasibility analysis);
- PennDOT (Economic impact analysis associated with surface infrastructure improvements, statewide);
- Pennsylvania Turnpike Commission (Economic impact and financial analysis associated with system-wide investments);
- Greater Cleveland Regional Transit Agency (TOD market and financial feasibility analysis);
- Broward County Metropolitan Planning Organization (Economic impact and cost/benefit analysis); and,
- North Jersey Transportation Planning Agency (TOD market and financial feasibility analysis).

The Baker Team is prepared to provide the following types of analysis and research, in support of DRPT's transit related projects:

- Socio-economic, land use and policy analysis
- Real estate trends analysis
- Economic and fiscal impact analyses
- Cost/benefit analysis and cost recovery analysis
- Best case practices
- Examination of capital and maintenance investment requirements pertaining to alternative service offerings
- Tax increment financing applications (including "pay-go" TIF applications).

1.2.6 Strategic Planning/Capital Investment Planning

The Baker Team's strategic and capital investment planning model is based on a proactive approach, rather than a reactive response to changing conditions. We have experience working closely with transportation service providers to determine future capital needs based on innovative and dynamic forward-thinking analysis. We serve as facilitators to promote creativity, advise on a strategic course of action, and assist various groups within an organization to develop robust capital investment plans.

Overall, **our vision is to assist the DRPT into a new era as a data-driven, sustainable organization that is adaptable to a quickly changing business environment.** A key part of this vision will be asset management and implementation of new and better ways to manage transportation resources. As part of the capital investment planning process, we incorporate multi-modal thinking that considers how newer, faster transit systems merge seamlessly into the community and complement, or even out-perform, the existing highway system. We look closely at ridership, fare structure, fare policy, and marketing as fundamental elements of a comprehensive and holistic approach to DRPT's program.

The Baker Team provides a full spectrum of strategic planning, capital programming, transportation financing, grant preparation, grant management, and cash flow analysis services to support our clients from project inception to completion. As transportation budgets around the nation become more constrained and discretionary grant programs become more competitive, transportation providers and Metropolitan Planning Organizations (MPOs) must rely on compelling discretionary grant applications and creative financing. Furthermore, constrained local and state budgets, combined with limited resources, highlight the need for dynamic capital programming techniques, including advanced data analysis, elimination of redundancies, and identification of technological tools to create new efficiencies and processes.

Our multidisciplinary team of capital programming professionals, transportation planners and grant writers work efficiently to identify and pursue Federal grant opportunities as well as alternative financing mechanisms, such as State Infrastructure Banks (SIBs), Public-Private Partnerships (P3s) and other financing programs. Through extensive experience managing federal grants, we have cultivated the ability to anticipate the impacts of MPO approvals, Federal and State approvals, and Federal oversight on the timing and availability of project financing. Additionally, based on our years of planning, engineering and constructing transportation projects in the region, we have developed the foresight to anticipate the impacts of permitting, approvals, environmental effects, vendors, stakeholders and seasonality on project implementation. Through this broad experience and thorough analysis, the Baker Team is able to deliver more accurate cost estimates and foster timely project implementation.

Project prioritization, cash flow forecasting, and interdepartmental communication are extremely important strategies to research, analyze and conduct when attempting to create an effective capital program. Within today's current fiscal atmosphere, and given recent MAP-21 emphasis on maintaining a State of Good Repair for all capital assets, it is important that DRPT prioritize projects on a basis of preservation first and foremost, followed by potential

CHALLENGE & SOLUTION

Maryland Transit Administration (MTA), Maryland Area Regional Commuter (MARC) Growth and Investment Plan Update 2013

The Baker Team is assisting the Maryland Transit Administration (MTA) with an update of the MARC Growth and Investment Plan. In general, the plan will emphasize maintaining safe and reliable service by focusing on system preservation and balanced investments given current financial resources. Working closely with stakeholders across the State, we are assisting the MTA to identify, rank, and prioritize capital and operating priorities with constrained budgets. By implementing an objective scoring process, the MTA hopes to achieve overall project goals of identifying appropriate facilities to more efficiently manage the storage and maintenance of the MARC fleet and to examine the ability to gradually expand the capacity and frequency of MARC service, while connecting limited parking expansion opportunities at MARC stations with projected ridership growth.

enhancement and expansion. Ensuring that preservation needs are met first is extremely important for continuing operation and service to the public.

Additionally, developing procedures for defining and determining State of Good Repair for transit agency assets sets the foundation for objective measurement. Assessing State of Good Repair will require looking at recapitalization and maintenance issues, asset management practices, measuring the condition of transit capital assets and prioritizing local transit re-investment decisions. The Baker Team can develop criteria and capital investment strategies for replacing or upgrading assets and identifying any backlog of need through development, implementation and roll-out of a Capital Needs Inventory program.

The Baker Team is experienced in inventorying projects, creating a rubric for ranking, and providing a strategy to maximize funding allocations. Our team has experience across multiple funding agencies and programs, including FTA's 5307, 5309, and 5311 programs, as well as funds flowing through FHWA and FRA. Since April 2009, the Baker Team has provided capital programming and grant management support services to the Maryland Transit Administration (MTA) and Locally Operated Transit Systems (LOTS). This task requires tracking over \$150 million

in funding, the status of over 150 projects, and coordination with PMOC oversight. Our team has also served as the primary grant application assistant to PennDOT for the past several years, providing valuable experience in identifying and prioritizing public transportation improvements. For example, Baker analyzed more than 50 potential projects to develop a strong grant proposal for the Keystone Corridor under the High Speed and Intercity Passenger Rail Program. Projects were analyzed for greatest potential positive impact, overall feasibility, and ease of implementation. The program of projects selected has led to more than \$65 million in grant funding for the Department.



The West Ox Bus Maintenance Facility in Fairfax County, designed by Baker, serves school and public transit vehicles, as well as emergency vehicles.

As DRPT identifies project priorities and begins the process of developing a comprehensive capital investment strategy, appropriate funding amounts need to be flowed out as projects are scheduled to occur, as accurately as possible. Without accurate cash flows,

maximized funding allocations become less effective as funding is not utilized to its timely and full extent. Ultimately, fostering communication between departments in the agency to understand the capital program becomes an incredibly important function of the task. A complete understanding of the capital program can lead to increased accuracy, transparency, and reaction by an agency for implementation of capital projects.

Our team will rely on our strong understanding of FTA useful life standards for facilities and rolling stock to develop policies and procedures that integrate asset management policies and practices with asset management strategy and investment decisions. For example, planning for future transit facilities should take into account not only engineering and construction costs, but also ensuring energy-saving features, potential expansions/renovations, and preventive maintenance of the facility. Investment in rolling stock should be programmed according to future growth as traditionally outlined in Transportation Development Plans (TDP's) for each jurisdiction. Asset management procedures will assist in making continuous improvement against the capital needs backlog.

1.2.7 Operations Planning and Analysis

DRPT's planning consultants will need to develop operations planning analysis, demand or market forecasts, and the operating scenarios with associated costs and revenues using appropriate tools. Tasks under this category may include studies such as Comprehensive Operations Analysis (COA) at a more in-depth specificity than service analysis conducted as part of the DRPT-required Transit Development Plans (TDP). There may also be operations analyses focused on a portion of a system as opposed to the entire systems, such as for a given corridor or mode. As part of

transit service operations analysis and planning, DRPT and its grantees will want to look at several potential scenarios for achieving their objectives and be able to weigh the pros and cons of each from a variety of perspectives, including ridership, productivity, and cost.

Operations Analysis

Operations analysis can include service performance analysis, review of route structure, and even scheduling analysis. The Baker team begins any transit analysis work by an extensive data collection effort. The Baker Team typically collects the following data in order to conduct performance analysis at the route and system levels: revenue miles and hours; total (platform) miles and hours; ridership from farebox data; ridership from ridecheck or APCs; revenue from farebox data; operating cost (any breakdowns beyond platform hours and hourly operating cost); and frequency, span of service, and number of trips.

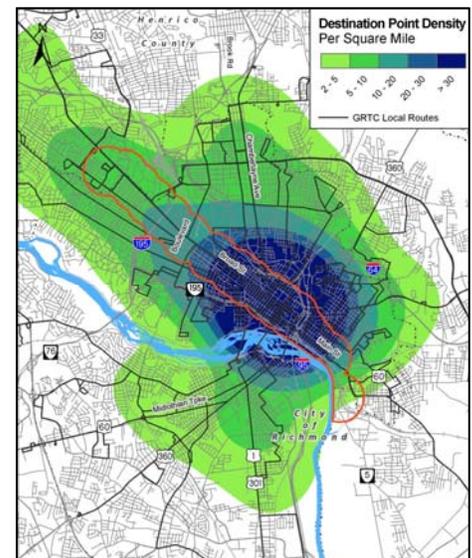
We try to collect the best data that is available in order to make recommendations based on strong quantitative analysis, understanding that there are many nuances to the service which cannot be explained through data. Using GIS, we create usable layers that include as much available data as possible, including ridership by segment, frequency, on-time performance, and other defining elements of the route. In addition to the collection of key data the Baker Team will collect other existing information from which to use as a starting point, including recent studies (TDPs or COAs), passenger surveys, and land use projections from the jurisdiction comprehensive plans.

Using all of the aforementioned data, the Baker Team will evaluate the transit operations based on a variety of performance evaluation measures, including passengers per revenue mile and per revenue hour; passengers per trip; farebox revenue per passenger; net cost per passenger. Service utilization will be evaluated by the route as a whole, but also by time of day, day of week, trip, and segment. Schedule efficiency considerations would also be taken into account, including: route cycle times (particularly the allocation of recovery time and adherence at time points), interlining utilization, and timed transfers (if applicable). All of the evaluation will be conducted by comparing the service against any agency service design standards or performance standards, so that it is being done using agreed upon standards that are specific to the size of the agency; each operator in the state is unique in terms of the type of service they provide and the population that they serve. Finally, the Baker Team anticipates that there may be a need to review the need for and possibility of consolidating transit operations between several existing providers in order to achieve further efficiencies or cost effectiveness. The Baker team will bring to bear its experience in working with areas with multiple transit providers and the roles of each one to these critical questions, such as we have done in several areas of Pennsylvania.

In addition to service operations analysis, the Baker Team anticipates the need to conduct analysis of operations vis-à-vis the necessary physical facilities and assets, including maintenance garages and vehicles. Some of the limitations of operating efficiencies can be a result of garage location and long deadheads, or the specificity of vehicle type for certain services. Therefore, as part of the operations analysis tasks, we anticipate reviewing the numbers and types of revenue vehicles (bus length, type, branding features), vehicle spare ratios (by system, division, and vehicle type), and possibly even operations related to the garages and operator staffing. Finally, analysis of contracted versus in-house operations analysis may be conducted in cases where the jurisdiction might be considering a change.

Ridership Forecasting

For small route changes or even the addition of a route that does not substantively change the coverage of transit in the service area, it is largely accepted that regional demand models are not the right tool. For these small changes, the Baker Team will use a range of tools, including sketch planning techniques such as industry-standard elasticities and comparative route analysis. The team will conduct sketch level planning based on changes to the densities of



GIS graphic of transit destination densities on Broad Street bus routes in Richmond.

population and land use served, ridership of similar routes, and accepted elasticities for modifications to frequency and span of service. Another tool that we will rely on, when available, is origin-destination data from the regional travel demand model. While not an actual model run, looking at OD patterns by mode is a helpful way to help determine possible transit ridership (in addition to being a great tool to determine demand in service planning analysis). Using these tools for ridership forecasting will enable us to develop ridership forecasts for operational changes that can then be translated into farebox revenue.

For larger projects, the assessment of how well a project meets its goals is often a critical element of the process used to prioritize projects for funding. In many cases, information generated by ridership forecasting procedures are a key factor in evaluating the justification for a project and assessing the degree to which transit project funding represents a sound investment for the Commonwealth of Virginia.

For ridership forecasts to be most useful to DRPT, the information must accurately assess existing and planned levels of transit supply and demand. Furthermore, the forecasts must be explainable in terms of existing conditions, growth in demographic characteristics such as population and employment, changes to the transportation system, and the combined impact of these factors on future transit ridership. In all cases, both the forecast assumptions and ridership outcomes must have a strong tie to observed (i.e., count) conditions in the corridor. Theoretical outcomes that have not be tied back to actual, observable conditions have no part in this process so it is critical that the forecasting procedures have a demonstrated linkage to the real world.

The requirements for effective ridership forecasting procedures are often daunting and no single forecasting approach will succeed in all circumstances. **The Baker Team plans to evaluate the characteristics of each assignment and select the most appropriate approach on a project-by-project basis.** Ridership forecasting approaches that the Baker Team will consider include:

- Existing, established MPO or transit agency models with a successful track record of application to transit projects. Several projects in Northern Virginia have used the WMATA transit model to forecast potential ridership. This model uses some information from the MWCOG MPO model and has been carefully validated to match observed ridership patterns. Likewise, the HRPDC model has been successfully used to support the development of the HRT LRT line. Mr. Woodford of the Baker Team was involved in the development of both models.
- MPO models that can be adapted for use in estimating transit ridership. In many cities, the regional models do an adequate job representing existing highway volumes but need enhancement to represent transit. These models must be adjusted to recognize the transit markets with the highest potential including service to travelers without access to an automobile and travel to geographic locations where public transit is viewed as a superior alternative to the car. Locations where transit is often preferred include downtown areas with high densities, limited or expensive parking, and a highly walkable pedestrian environment. Often, MPO models can be updated to appropriately reflect these circumstances inside traditional forecasting procedures.
- Data driven forecasting techniques that use data in lieu of traditional model elements. In many cases the most appropriate forecasting technique does not involve a traditional MPO model. If a mature market already exists in a project corridor, the best option is often to conduct an on-board transit survey and collect information on trip origin, trip destination, access/egress mode, traveler characteristics, and trip purpose. This type of O-D survey provides a wealth of data on who uses transit today and why. These data can be used in an incremental forecasting tool to generate estimates of future ridership based on expected improvements to transit levels of service. As applied by RSG in the US-192 corridor in Kissimmee, FL, these tools can generate highly detailed estimates of project ridership based on changes to transit schedules. In the right circumstances, this approach is favored by FTA over traditional model-based solutions.
- Simplified/Aggregate forecasting techniques. Mr. Woodford developed several tools for FTA that are designed to simplify the process of developing overall, project level forecasts of ridership. The Aggregate Rail Ridership Forecasting (ARRF) model was the first attempt to develop these procedures and can generate a rough project-level assessment of ridership. The Simplified Trips on Project Software (STOPS) will begin testing in April 2013 and generates more detailed estimates of ridership on a station-by-station basis.

The Baker Team is well-versed in each of these forecasting approaches allowing DRPT to select that most advantageous approach for each project. All depend on the availability of good data on both existing supply and demand. Baker Team member RSG has a deep portfolio of transit data collection experience. Projects qualifications include both transit origin-destination studies conducted according to the most recent guidance of FTA and market research into the factors that affect the decision to use transit.

1.2.8 Project Evaluation

Our team will support DRPT in conducting analysis of transit project proposals to make certain that the Commonwealth is receiving appropriate value for projected costs and that costs are reasonable. We will support DRPT in the development of performance measures and monitoring of the measures' application and effectiveness, much as we have done in the statewide multimodal planning process for VTrans, working with DRPT and other modal agencies on the Multimodal Working Group. We are also prepared to support the development, implementation and monitoring of the performance component of the SJR 297-mandated changes to transit operating funding allocations.

DRPT will benefit from our team's experience as a statewide transit planning advisor in other states to support this function. For example, Baker pioneered the PennDOT transit performance review process, establishing performance measures for transit agencies throughout the Commonwealth and identifying opportunities for improvement to increase efficiency while improving the customer experience. In addition, Baker has worked closely with PennDOT and the Pennsylvania Public Transportation Association (PPTA) to encourage the expansion of resources to focus transit agencies on performance-based management and data-based decision making, methods that have widely been regarded as the future of transit management.

Using performance measures, Baker has also worked with local communities to study and identify local funding for new services. Service operations and capital costs were forecasted to determine the necessary local funding following coordination with State and Federal funding organizations. The tools described in Section 1.2.7 are essential to these analyses, both to ensure that service providers are achieving acceptable cost-effectiveness while serving core needs, and to ensure that the full ledger of cost considerations – administrative, maintenance, capital and operating – are delivering maximum value.

It is inevitable that some areas will examine expansion options while others will have to consider service contraction or consolidation of services. Our experience with Transit Agency Consolidations in Luzerne and Lackawanna counties and the 8-county South Central Pennsylvania region provides our team with in-depth knowledge of successful transit management practices as well as financial analysis that leads to better decision making. Through detailed analysis of current operating conditions and audited financial statements, Baker was a key team member in the forecast of annual operating cost savings through consolidation. Savings found ranged from \$500,000 to over \$2 million annually.

1.2.9 Safety and Security

The Baker Team understands risk to transit operators. From either potential hazards or threats, we have the knowledge and demonstrated experience to conduct comprehensive systems safety and security assessments of transit operators, evaluate systems safety plans (SSP), and conduct safety and security training exercises for transit operators in order to reduce their risk to people, operations, equipment, and facilities. The Baker Team recognizes the enormous responsibilities of transit operators to assure that the nearly 700,000 Virginians who are carried to work daily in something other than their own cars have a safe and secure travel experience. By working closely with transit operators – we can help to create the experience. The Baker Team understands the intent of and have applied, tracked, resolved, and verified fundamental federal requirement for rail fixed guideway systems along with other federal systems safety and security guidance to previously delivered capital transit projects, conducted oversight, evaluated plans, and prepared safety and security training and exercises for transit operators. We will use our successful processes, resources and strategies, knowledge, and transit expertise to conduct similar safety and security assessments, evaluate system security plans, and conduct safety and security training and exercises for DRPT transit operators.

For example, in support of several transit rail system projects in the northeast and mid-Atlantic regions, The Baker Team responded to task orders for transit system safety and security assessment. Our approach applied the Preliminary Hazard Analysis (PHA) and other hazard analyses (grade crossing, steep hazard, etc.), and the Threat and Vulnerability Assessment (TVA) processes to evaluate risk. In doing so, potential system hazards and threats were identified, tracked, resolved, and verified; thus, reducing the transit operator’s hazard and threat risks to their lowest acceptable levels. Specifically, our general approach for conducting safety and security assessments includes: meeting agency leaders to identify their hazard and threat management approaches and processes; and then, completing site visits and interviews with stakeholders. For the systems safety assessment, hazard sources are identified; the hazards identification process for evaluation, prioritization, or control and the hazard tracking and resolution mechanism(s) processes is identified; minimum hazard thresholds for reporting are defined; and, the hazard resolution activities process are specified. Similarly for the systems security assessment, agency leaders meet with the team, site visits and stakeholder interviews are completed; and then, capabilities, assets, threats, vulnerabilities, consequence, and risk analyses and assessments are conducted. The assessment’s hazard and threat findings are prepared and findings are delivered to each transit operator according to their project’s scope, schedule, and budget.

CHALLENGE & SOLUTION

“Systems safety assures public transit ridership of a safe and secure travel experience. It begins with a well-written systems safety program plan, includes the identification of potential hazards and threats, and is followed by the continued management of risk to the systems.”

Additionally, The Baker Team’s transit systems professionals have demonstrated expertise with transit SSP framework development, content, and evaluation. We know the challenges of daily operations and understand how to balance federal SSP requirements with an agency’s safety and security obligations. Our team’s former Chief Safety Officer, with 24 years’ of prior large agency transit experience, further complements our expert knowledge and skills to evaluate transit operator’s SSPs. Additionally, his participation and involvement with the American Public Transportation Association (APTA) SSP peer review process for properties in Chicago, IL, Portland, OR, and Calgary, Canada enhances our qualifications to evaluate SSP. He is our team’s subject matter expert to deliver the evaluation effort.

Further, we have extensive hands-on experience and understands how to conduct practical best value safety and security training and exercises for transit operators. Our team of current National Transit Institute (NTI) (FTA/Rutgers University) and Transportation Safety Institute (TSI) (US DOT/Research and Innovative Technologies Administration) recognized facilitators are well-versed in curriculum development and resourced, in part, to focus on National Incident Management System (NIMS) and Incident Command System (ICS) procedures developed to test and validate the overall security and emergency management planning and implementation postures of transit operators. Enhancing the safety and security training and exercise strength of The Baker Team is the expertise of our former large metropolitan transit agency Superintendent of Operations Training and Chief Rules Examiner. With his demonstrated experience, The Baker Team had collectively conducted successful table top drills and full scale exercises for transit operators in Norfolk, VA and Boston, MA that included the participation of local first responders and other federal agencies (NTSB, FRA, TSA, etc.).

1.2.10 Short-Range Plan and Program Development

DRPT requires that each transit provider in the Commonwealth prepare a Transit Development Plan (TDP) every six years, with updates developed annually. The TDPs require a wide range of analysis, ranging from stage-setting evaluation such as an overview of the existing system and a review of the service area, to detailed operations analysis and recommendations for service and capital improvements. A key element of each TDP is an implementation plan and a financial plan for both operating and capital costs and revenues to provide input to DRPT for funding purposes and for the STIP. In addition to TDPs, DRPT may become more involved in Transportation Demand Management Plans (TDM) throughout the Commonwealth. The statewide TDM working group that has been spearheaded by Arlington County Commuter Services and other TDM agencies in the state has been working closely with DRPT to

reinitiate the TDM strategic plan requirement that was originally put forth, but never enforced, when the TDP requirement was promulgated.

Transit Development Plans

For the TDPs, the Baker Team will follow the outline put forward by DRPT in 2008 which sets forth a comprehensive system and service overview, review of existing service and capital assets, and implementation and financial plans. As part of the TDPs, the system will be reviewed vis-à-vis current and future population and employment, current and future land use and zoning, as well as key indicators of transit usage including auto ownership and income. Key destinations throughout the service area will also be highlighted, including employment centers, regional activity centers, and destinations such as libraries, community centers, hospitals, etc. Having this analysis conducted early in the planning process will ensure that the team has a solid understanding of the current system and will provide the needed inputs for the service planning.

A key element of each TDP is public outreach and engagement, and the Baker Team will rely on the techniques described in the approach for Scope Section 3, Public Participation. Working with community groups, business interests, riders, and citizens from each service area is one of the most important resources that we can leverage in our review of and recommendations for transit service. Engaging existing community groups and relying on representatives of the varied interests of the region will provide invaluable insight into developing the TDPs. Another key foundational element of the TDP is the development and approval of goals, objectives and performance measures. The Baker team works closely with transit agencies of all sizes, from just a few vehicles and routes to more than 50 routes, and the setting of goals and objectives at the outset of any planning process is equally relevant. By coalescing on a common purpose, TDP stakeholders can all understand the recommendations better by knowing the objectives that they hope to achieve.

As part of the TDP analysis, the Baker Team will review the route structure and ridership information to determine if changes to existing routes are needed, such as changes to ensure coverage to growing areas and reinvestment of resources from unsuccessful service (taking into account transit alternatives to passengers who do use the service). Our team will also review the service provided for duplication and any efficiencies that can be gained that would allow the system to better serve its customers. Particularly in the more suburban and rural areas of the state, many of the transit users tend to be those who rely on transit as their primary mode of transportation. Our team would also review basic demographic information, such as household incomes, poverty status, and presence of zero and one car households, along with the route structure to determine areas where the routes might be missing key target demographics. Finally, review of key “lifeline” facilities (e.g., hospitals, medical centers, job centers for lower-income workers, etc.) served by the routes will be included in the analysis.

Once recommendations are developed, the Baker Team will develop an implementation plan for the improvements. Any transit implementation plan has two key components: prioritization and cost constraints. Our team will develop a set of prioritization criteria for determining service priority and then use the cost constraints to define the level and timing of implementation.

Another key element of the TDPs is a Capital Improvement Program, or CIP. This program is a critical component of the TDP: defining the rolling stock requirements for replacement and expansion; quantifying facility needs, both for service provision and passengers; and many other capital needs that must be met to support operations and maintain the systems in a state of good repair. The CIP and the operating budget, another TDP component, are closely intertwined, and the Baker Team has a solid track record of working through these budgets and not only identifying needs but alerting transit agency management to potentially difficult financial situations.

Transportation Demand Management Plans

Many jurisdictions throughout the Commonwealth have TDM programs which received funding through the state as well as local sources. To-date there have not been formally required plans, although each TDM program that receives state funding does submit an annual work plan, typically just for the use of the state-provided funds. DRPT may require that TDM agencies become more proactive in planning for the future of the various elements of TDM, namely information and innovative services to promote the use of alternative transportation modes and to lessen the need for

SOV travel. These plans may consist of short-, mid-, and long-range plans that provide both specific and visionary elements geared toward helping the jurisdiction meet the goals and objectives set as part of the planning process. The Baker Team has worked with Arlington County in the development of their strategic TDM plans through visioning, SWOT analysis, and the development of prioritized programs in close coordination with key staff. Some of the performance measures of that TDM program have recently been incorporated into a TDM performance measurement plan and document, both of which have been used in statewide discussions about performance measures and how they play a role in TDM organizations.

1.2.11 Training

The Baker Team has extensive experience in training at all levels of government and planning and transportation specialties. Our team members are experienced in transportation- and planning-related research, policy development, training and public outreach, and we have provided over 50 courses for our clients. In addition to involvement in committees and studies for the Transportation Research Board (TRB), team members including Renaissance, McCormick Taylor, Twaddell Associates, Baker and RSG have provided research, training and educational materials for the US Department of Transportation, the National Highway Institute, the National Transit Institute, state DOTs, and national organizations such as the American Planning Association, the Association of MPOs, and AARP on topics such as integrated transportation and land use planning, transit-oriented development, efficient transportation decision-making, transportation and land use analysis and modeling techniques, context-sensitive solutions, and public participation, to name a few.



The figure above presents a map of the national technical assistance and training Renaissance has completed over the last three years for US EPA, the National Transit Institute and State agencies.

Renaissance also develops plans that include educational and outreach materials at the statewide level that provide guidance to local governments. We recently completed the Transportation Efficient Land Use Design Guide for VDOT, as well as the Framework for Transit-Oriented Development in Florida for the Florida Department of Transportation, and we are currently working on the Multimodal System Design Guidelines for the Virginia Department of Rail and Public Transportation. Each of these efforts involve extensive outreach, subject area expertise and communication skills necessary for synthesizing complex issues and creating useful how-to implementation guides. We are also leading a Freight & Goods Movement Study for FDOT District 7 (Tampa Bay area), which recently expanded the project in cooperation with FDOT District 1 (Southwest Florida), to address priority freight mobility needs and balance those needs with local plans and redevelopment efforts. In addition, key staff with Renaissance is also involved in teaching the National Transit Institute’s course on Transit-Oriented Development, which involves exploring the best practices in project implementation for TOD.

Meanwhile, we acknowledge the delivery of transportation services is a changing industry. At both the federal and state levels, procedures are always being refined and streamlined while at the same time funding is being constrained. New legislation requires new methodologies for delivering transportation programs and the need for training has never been greater.

Our Team has considerable experience in designing and implementing training programs for a variety of topics related to transportation planning and design. We have a highly experienced group of trainers and we have the in-house capabilities to develop customized, high-quality print and audio-visual materials that complement our trainers' presentations. These materials are also designed to stand-alone and provide the trainee with a sound reference for after the training session. Our training courses have ranged from half-day seminars to week-long workshops. Specific to transportation planning these courses have included:

- Integrating Land Use and Transportation
- Project Partnering
- Emergency Operations Plans
- Transportation Project Development Case Studies Workshop
- Numerous Planning and Environmental Training Videos
- Tenets of Communication for Technical Personnel
- Context Sensitive Solutions
- Smart Growth Training
- Secondary and Cumulative Effects Analysis
- Making Public Involvement Work
- Public Involvement for Transportation

A great example of our transportation planning training efforts is the **Transportation and Land Use Course** being given nationwide, where the classes themselves are currently being taught by McCormick Taylor personnel. The NHI, in its effort to provide training to local, State, and Federal highway and transportation agencies on new and evolving highway-related technologies, selected McCormick Taylor to respond to training needs in a wide variety of transportation subjects.

1.2.12 Technology/ITS

The Baker Team has extensive experience in planning, designing and support of Intelligent Transportation systems and components, including real time signage, security and surveillance systems, preemptive signaling systems, life safety systems and communications networks. Our experience working with transit agencies and developing system requirements around the needs of stakeholders and users provides the tools necessary for us to assist DRPT in the evaluation of technology products and systems designed to improve the efficiency and effectiveness of DRPT and other authorized users.

Examples of ITS deployments that have used these technologies to improve the efficiency and effectiveness of transit systems are the Charlotte Area Transit System (CATS) and the Ottawa Light Rail projects. With both, there was considerable planning involved to ensure the right technologies were selected to meet project goals for budget and improved efficiency as well as fulfilling stakeholder and user objectives.

Specific activities performed on those projects are directly related to those that would be used to assist the evaluation of technology for the DRPT. A full and complete assessment of the needs, goals, objectives, and budgetary limitations is an important first step in the evaluation of a technology alternative. The technologies under consideration must add strength, improve a weakness or create an opportunity for the Agency. Any specific corridor or project can have numerous alternatives, but limiting the alternatives to those that are realistic and practical to the application is essential.

Any alternatives selected for analysis must be presented clearly and concisely to all stakeholders, with specific attention to how the technology will benefit the Agency and users. This must also include any potential negative impacts. Public assessment must be considered. Public perception factors such as message sign font, color and content must be thought out and well planned to convey the proper message; or in the case of a surveillance system, the camera types and locations should be such that users do not feel their privacy is being sacrificed. Public acceptance could be the most important influencing factor in the selection of any ITS technology, and can be just as important to the success or failure of any ITS technology as capital or maintenance costs, reliability or scalability.

Demonstration projects that consist of a quick deployment, short-duration installation at select locations can be of great benefit. It allows the Agency to quickly assess user response, and provides an opportunity for all Stakeholders to see the technology in action and comment on it.

This invaluable input can streamline the planning and design process for large-scale implementations internally within the Agency so concerns from the perspectives of operations, maintenance, security and revenue can be addressed.

CHALLENGE & SOLUTION

The Baker Team worked closely with the City of Charlotte, NC to develop design criteria and provide an efficient, smart and seamlessly integrated system for security, safety and passenger information for the patrons of the Charlotte Area Transit System (CATS).

1.3 Management Procedures

The Baker Team has experience managing multiple subconsultants for on-call service agreements, and also in managing multiple task orders. For example, our team’s Project Manager managed a team with four major subconsultants for the VDOT Multimodal Planning On-Call contract, under which we had as many as 14 simultaneous task orders. Each task order was assigned to a task order team, in some cases led by a subconsultant task order manager where appropriate, and this team led the effort from scoping through project delivery.

1.3.1 Subconsultant Management

Our team members have been carefully selected to offer strength in every discipline that may be required under this contract. When a task order assignment is identified, we will select the best task order manager from the team, which may or may not be our contract project manager (PM). The contract PM, task order manager, and other key staff will meet with DRPT for a scoping meeting that will identify key assumptions, process, deliverables and schedule for the task order. We will form a task order team drawing from the appropriate team members, based on the unique characteristics of each assignment, while keeping our disadvantaged business engagement goals in mind. Our contract PM, Lorna Parkins, has managed large teams on large contracts (up to \$5 million) for the past 13 years and is very confident in meeting the demands of that role.

Our contract PM will focus on accountability for our study team throughout the contract - once a scope, budget and schedule are finalized, the contract PM will issue a detailed subconsultant Notice to Proceed that identifies the roles, expectations and budget for each firm. As the task order work progresses, the monthly progress reports and invoicing process will provide an opportunity for both the Baker PM and the DRPT PM to monitor progress and any scope or budget issues. In addition, regular communication (such as bi-weekly project management calls) will occur between the contract PM and the Task Order Manager as well as among the task leaders and DRPT representatives to ensure the project is progressing efficiently and according to schedule. We understand the importance of regular monthly invoicing, progress reporting and communication - both to ensure that DRPT is continually aware of project status, accomplishments and issues, and to ensure that our partners, particularly those that are small firms, are paid in a timely manner. One of our primary objectives in managing the subconsultants will be to foster accountability for the task order schedule, scope and budget, and to coordinate with DRPT if there are issues to be resolved, before any developments in the project can result in a problem with project delivery.

We understand the importance of regular monthly invoicing, progress reporting and communication, both to ensure that DRPT is continually aware of project status, issues and accomplishments, and to ensure that our partners – particularly those that are small firms – are paid in a timely manner. Baker’s project management and accounting systems foster excellence in these critical administrative processes

1.4 Purchase Order Process

Baker is comfortable working under a purchase order process and has long established procedures for responding to them in a timely manner. Our on-call experience is extensive in Virginia and includes:

- DRPT On-Call Congestion Management Planning Services (sub to Parsons Transportation)
- VDOT Environmental On-Call Documentation Services
- VDOT Office of Multimodal Planning On-Call Planning Services
- VDOT Mega Projects Contract
- VDOT Transportation and Mobility Planning On-Call Contract

As such we know how to manage a contract such as this Transit Planning contract in a responsive and reliable manner.

Once we receive a project request, the contract PM, Lorna Parkins will discuss with DRPT the selection of a qualified and available Task Order Manager. Within the first week of notification of a project, our contract PM and the assigned Task Order Manager will meet with DRPT (in-person is preferred, but if needed we can use video conferencing technology) to scope out the opportunity. At this project scoping meeting we will define all expectations and client requirements, identify the master schedule, and discuss all deliverables and the process that will be used to complete the task order assignment. Once we have a complete understanding of the assignment, we will then prepare a response.

Following the scoping meeting, within one week of that meeting, Baker will have the Task Order Manager prepare a formal scope of work and preliminary budget using the approved rate classification and other direct costs as established in the approved contract. The contract PM will provide templates for scope and budget to expedite quick delivery of the task order draft scope and budget and to facilitate DRPT's review. The scope of work will be reviewed for accuracy and to ensure that it properly documents all scope elements and deliverables in enough detail (such as number of copies, number of meetings, etc.) to develop an accurate cost estimate. A draft scope and budget for the task order will be submitted to DRPT for review. Baker will then meet with DRPT or hold a conference call to negotiate and make any needed edits to the scope of work and cost estimate. All changes will be documented until a final price and final scope are agreed upon. Our contract PM has served this function on the latter phases of the Broad Street BRT project, for example, providing the scope and budget for the additional Economic Impact Analysis study, for example, and then managing this work to be delivered on schedule and within budget.

As part of our overall development process, Baker will prepare a master Project Management Plan that provides task order managers, DRPT and staff with contract approved rates and permissible ODC procedures so that we do not have to re-invent the process at each task order request. Once we have an assignment, it will be entered into our master accounting system so that we can proceed immediately. For all task orders, an independent project management plan and tracking process will be implemented and followed by a kick-off meeting once we received NTP. At all steps in the process, Baker will communicate with DRPT to ensure that we provide you with the right services, the right staff, and the right scope and budget.

1.4.1 Multiple Simultaneous Task Orders

We have identified over 90 staff of our combined firms that could be assigned to this project to ensure that sufficient staff will be available at all times and to avoid the potential human resource and balancing/ scheduling problems that can arise in a task order-based contract. A critical part of our success with multiple task orders is our ability to provide experienced leadership to each one and to keep every task order on schedule. To accomplish that, we have assembled a team with relevant experience and key relationships that will facilitate effective and timely accomplishment of task orders throughout the state and serving freight, passenger, and intermodal services. Specifically, the members of the Baker Team were carefully selected to include individuals that have worked on previous similar projects with DRPT such as the Broad Street BRT AA/EA, the Statewide Multimodal Design Guidelines, and the Hampton Roads Transit (HRT) TDP. Our lead staff have worked with the stakeholders that will be involved with any given task order, such as the natural and cultural resource agencies and many of the grantee organizations, including transit providers and planning agencies. Our national staff resources will also be key to supporting multiple task orders, as we have the ability to reach out to a wide range of experts who can quickly address the particular needs of DRPT as well as provide redundancy in our staff, as needed.

Perhaps the best evidence of our ability to manage multiple task orders is our track record of selection and re-selection for on-call services contracts in Virginia. These assignments have included our 1997-2000, 2003-2006, and 2013-2016 on-call service contracts with VDOT's Transportation and Mobility Planning Division (TMPD), the Multimodal On Call Planning Services for OIPI from 2007-2010 and 2011-2014, the On Call Congestion Management Services for DRPT (as a subconsultant to Parsons Transportation Group) from 2008 to present, and VDOT Environmental Services On-Call contracts for three consecutive cycles. We have teamed with Renaissance Planning Group on several of these contracts, and our teammate McCormick Taylor has also served on numerous environmental and related on-call service contracts in Virginia. Our teammate STV similarly has served as an on-call consultant to DRPT, Amtrak and FRA. We have a proven track record of success in working under this type of contract vehicle, not only locally in Virginia, but nationally as well.

EXPERIENCE AND QUALIFICATIONS



Experience and Qualifications



2. Experience and Qualifications

*The Offeror must describe the skills and qualifications it has available to perform the various types of tasks described in the Statement of Needs. The key personnel who could be assigned to these various tasks must be identified. The Offeror must demonstrate that it has sufficient personnel with the various types of skills needed to staff the purchase orders when needed. The Offeror shall provide all of the following information concerning its company, subcontractor and personnel qualifications. **Specific Proposal Requirements, ¶ 6, “Tab 2 Experience and Qualifications” (pg. 8 of the RFP)***

This section presents the Baker team’s experience and qualifications for this contract. We are pleased to offer DRPT some of our most experienced transit professionals – not only those who live in Virginia, but from other support offices as well. We will first present our team organizational structure for this contract, our key personnel, and then the relevant experience of our key personnel. The requested information on references and Certificate of Insurance are at the end of this section. The contract will be managed out of our Richmond, VA office, providing quick access to DRPT for management meetings.

A. Team Organizational Structure

*A detailed statement indicating the organizational structure under which the firm proposes to conduct business. If more than one firm is involved in this project, state the type of arrangement between the firms and the percentage of work to be performed by each. **Specific Proposal Requirements, ¶ 7, “Tab 2 Experience and Qualifications, A.” (pg. 8 of the RFP)***

Michael Baker Jr., Inc. will serve as the prime contractor for this effort. Baker will be responsible for day to day management, invoicing, and all contract management activities, as well as providing staff for specific task order assignments or other technical disciplines. **Baker has a history of working with all of the firms on our team** and can therefore guarantee responsiveness and effective results in the execution of the contract task orders. Table 1 on the following page lists the firms that comprise the Baker Team, the type of arrangement between our firms and the percentage of work to be performed by each. **We anticipate fulfilling the DMBE SWAM goal** for this contract with a 15% contract share to the two small, woman-owned businesses on our team: Foursquare Integrated Transportation Planning and Twaddell Associates. In addition, 4Ward Planning is a minority-owned business certified as a DBE in numerous other states and is currently seeking certification in the Commonwealth of Virginia. We understand that we cannot count 4Ward’s share of work towards our DBE goal for this submittal, but in our future reporting of DBE participation on this contract, we anticipate that 4Ward will also be included.

Immediately following Table 1 are brief descriptions of each firm proposed for this contract, listing the potential services that each of us anticipate leading and supporting out of the twelve potential services to be provided for Transit that are described in the RFP. This section will be followed by the Baker Team’s organization chart that presents our team leaders and a cadre of experts from our entire team who could potentially lead individual task orders, in addition to our overall contract manager. We have intentionally designed our team to offer talented subject matter experts who can lead task orders independently if needed, should our team be tasked with multiple concurrent assignments. The organization chart also shows the key staff in each skill area who would serve as technical leaders and/or task leaders for projects under this contract. Our team’s full depth of staff is shown in the section that follows.

Our team will be led by project manager **Lorna Parkins, AICP**. Lorna has strong working relationships with the DRPT planners. Not only has Lorna worked with DRPT as the project manager for the Broad Street BRT AA/EA project, she also has a long history of working with DRPT through the statewide multimodal on-call services contract. In the latter role, Lorna has proven adept at managing task-order contracts with large teams and multiple concurrent task orders. During the initial phase of this contract, when Lorna’s team was performing multimodal grant task orders, as many as 14 concurrent task orders occurred. The staff who administered this contract (Katherine Graham of VDOT) can tell you that Lorna handled these administrative duties exceedingly well. Lorna takes a highly collaborative approach to project management, from scoping task orders with the client and stakeholders, to working with the right consultant team members in the right roles. As a result, the Baker team delivers projects on schedule, within budget, and with innovative and well-received final products.

Specific Proposal Requirements, ¶7, “Tab 2 Experience and Qualifications, A.” (pg. 8 of the RFP) - continued

Table 1 – List of Firms/Percentage of Work

FIRM	CONTRACT ROLE/ARRANGEMENT	PERCENTAGE OF WORK
Michael Baker Jr., Inc. (Baker)	Prime	38%
STV Incorporated	Subcontractor	12%
Renaissance Planning Group	Subcontractor	10%
McCormick Taylor, Inc.	Subcontractor	10%
Resource Systems Group	Subcontractor	8%
Foursquare Integrated Transportation Planning, Inc. (DMBE SWAM)	Subcontractor	10%
4Ward Planning	Subcontractor	7%
Twaddell Associates (DMBE SWAM)	Subcontractor	5%

To demonstrate our team’s relevant experience and resources, we present the following summaries of the firms that make up our team and highlight each firm’s anticipated roles on the contract. Importantly, our team members have worked together previously on multiple projects and have strong working relationships that will enhance our delivery of services to DRPT.

Baker		Michael Baker Jr., Inc. (Baker)
Office Location:	Richmond, Virginia	
# of Personnel Based in the Commonwealth of VA:	327 (Based in Virginia - Richmond, Virginia Beach, & Alexandria) 3,270 (Firmwide)	
Potential Services to be provided for Transit:	<p>Lead: Project Feasibility/Identification and Alternatives Analysis; Environmental Analysis; Public Participation; Marketing and Research; Strategic Planning/Capital Investment Planning; Operations Planning and Analysis; Project Evaluation; Safety and Security; and, Short-Range Plan and Program Development</p> <p>Support: Financial Planning and Analysis and Training, Technology/ITS</p>	

Michael Baker Jr., Inc. (Baker) is a full-service engineering and planning firm with 3,270 employees in over 100 offices nationwide. We have three offices in Virginia that house relevant planning, engineering and related staff, supported by over 40 staff in the mid-Atlantic region with transit planning and related expertise that covers every skill area required under this contract. Baker has developed highly successful transit projects in the US, including the Pittsburgh, PA East and West Busways; components of the Denver FasTracks LRT system; Transit-Oriented Development in the Cleveland Euclid Avenue Corridor and in Orange County, California; and, we actively manage the largest Bus Rapid Transit (BRT) project in the US currently under construction, CTfastracks in Hartford, CT. We have particular expertise in all aspects of transit planning, from surveys and market analysis to detailed route productivity analysis, funding and public involvement. We have full project development capabilities as well, including FTA AA and NEPA experience, ridership modeling, and full environmental impact services. In Virginia, we have worked with counties and cities on comprehensive multimodal plans that focus on transit; we have prepared the statewide multimodal plan (VTrans) as well as the surface transportation plan (VSTP), and we have prepared transit and transit-related corridor studies including Broad Street BRT AA/EA and the Hampton Roads Third Crossing Study. In Pennsylvania, we have worked with nearly all of the small and medium-sized transit agencies in the state to perform a similar range of services to those required under the DRPT contract. This contract serves 38 fixed-route agencies and 13 rural agencies, ranging from operations with just 2 revenue vehicles to over 1,000.



STV Incorporated dba STV Group Incorporated

Office Location:	Fairfax, VA; Norfolk, VA; Charlotte, NC; Baltimore, MD; Boston, MA; Philadelphia, PA; Trenton, NJ; New York, NY; Overland Park, KS
# of Personnel Based in the Commonwealth of VA:	34 (Based in Virginia) 1,750 (Firmwide)
Potential Services to be provided for Transit:	<p>Lead: Project Feasibility/Identification and Alternatives Analysis; Financial Planning and Analysis; Strategic Planning/Capital Investment Planning; Operations Planning and Analysis; Project Evaluation; Safety and Security; Short-Range Plan and Program Development; and, Technology/ITS</p> <p>Support: Environmental Analysis; Public Participation; Short-Range Plan and Program Development; and, Training</p>

STV is a world-class consulting firm providing full service architectural, engineering and planning services comprised of over 1,750 employees in more than 30 offices throughout the United States and Canada. STV is ranked 5th among the Top 25 in Mass Transit and Rail, 12th among the Top 25 in Highways and 32nd among the Top 500 Design Firms by Engineering News-Record.

STV maintains a transportation-based business focus, with particular expertise in transit system, roadway, and railway planning and design; traffic engineering, modeling and simulation; geotechnical and civil/structural engineering; environmental planning, including wetland permitting and mitigation, NEPA documentation, and natural systems analysis; and stormwater management, utility coordination, and drainage and sediment erosion control and design. Our Transportation and Infrastructure Division has been delivering transit, road, bridge, and railway projects throughout the southeast for over five decades, and we are prepared to commit our resources to assist VDRPT with its current requirements. STV offers a full range of transportation planning services, including feasibility studies, needs assessments, operations planning, simulations, alternatives analyses, environmental assessments, economic and financial evaluations, transportation modeling, and capital/operating cost studies. STV’s in-house, full-time NEPA and technical staff offer proven capabilities and experience in the completion of Environmental Assessments (EAs) and Findings of No Significant Impact (FONSI).



Renaissance Planning Group

Office Location:	Charlottesville, Virginia
# of Personnel Based in the Commonwealth of VA:	10 (Based in Virginia) 35 (Firmwide)
Potential Services to be provided for Transit:	<p>Lead: Public Participation & Training</p> <p>Support: Project Feasibility/Identification and Alternatives Analysis, Marketing and Research, Financial Planning and Analysis, Strategic Planning/Capital Investment Planning; Operations Planning and Analysis; Project Evaluation; Short-Range Plan and Program Development; and, Technology/ITS</p>

Renaissance Planning Group, Inc. is a planning, design, and policy analysis consulting firm specializing in the integration of transportation, land use, urban design, and technology. We believe strongly in the value of collaborative planning that connects technical disciplines with meaningful public participation to address challenges facing our communities in a comprehensive way. We do this through community-based visioning, technical analysis and implementation strategies. We tailor our approach to each project with out-of-the-box thinking to achieve practical, real-world solutions for our clients. We apply the principles of storytelling to create clear and compelling messages using words, numbers and pictures to provide the analytical evidence designed to move decision-makers to action.

Founded in 1999, the firm has six locations across the mid-Atlantic and Florida. Renaissance provides services primarily to public sector agencies, including metropolitan planning organizations, regional planning commissions, local governments, transit agencies, and state and federal agencies. Renaissance occasionally works with private and non-profit entities for community-based plans and designs. The professional staff members of Renaissance are skilled in developing innovative and effective policy approaches and technical methods, as well as building public consensus for equitable solutions that create economic value and livable communities.



McCormick Taylor, Inc.

Office Location:	Glen Allen, Virginia
# of Personnel Based in the Commonwealth of VA:	29 (Based in Virginia) 385 (Firmwide)
Potential Services to be provided for Transit:	<p>Lead: Environmental Analysis & Training</p> <p>Support: Project Feasibility/Identification and Alternatives Analysis, Marketing and Research, Public Participation, Strategic Planning/Capital Investment Planning</p>

Since 1946 McCormick Taylor, Inc. has been providing planning, environmental, engineering, and communications services to transportation clients throughout the mid-Atlantic region. With approximately 385 people in 12 offices, the firm's long list of successful accomplishments includes a wide range of high visibility, groundbreaking, and award winning transportation planning, communications services and context-sensitive design projects. Our Virginia office is located in the metro Richmond area and services our clients throughout Virginia. Our Virginia-based staff has countless years of experience successfully completing all types of transportation projects for numerous public sector clients throughout Virginia, with an emphasis on strong planning and environmental processes that lead to successful projects, and public engagement that provides a solid foundation of support. In the transit planning arena, McCormick Taylor serves the Pennsylvania, New Jersey and Maryland statewide transit agencies with a range of planning services, from statewide agency planning functions to high-profile corridor studies.



Resource Systems Group

Office Location:	Arlington, Virginia
# of Personnel Based in the Commonwealth of VA:	3 (Based in Virginia) 100+ (Firmwide)
Potential Services to be provided for Transit:	<p>Lead: Marketing and Research, Operations Planning and Analysis, and Training</p> <p>Support: Project Feasibility/Identification and Alternatives Analysis; Environmental Analysis; Marketing and Research; Project Evaluation; and, Short-Range Plan and Program Development</p>

RSG is a specialized transportation and market research consulting firm with 100+ staff and offices in Arlington, Virginia; White River Junction and Burlington, Vermont; Concord, New Hampshire; Chicago, Illinois; Salt Lake City, Utah; and Evansville, Indiana. RSG was founded in 1986 by professors at Dartmouth College who saw large gaps between state-of-the-art market research and forecasting methods and the state-of-the-practice. The firm has devoted its efforts over the past 26 years to bringing new modeling and survey data collection approaches into practice. RSG has conducted several transit and FTA New Starts analyses; efforts have included data collection, model estimation, travel model implementation/calibration/validation, and forecasting. The firm has one of the largest discrete choice modeling staffs in the country that specializes in developing practical applications for leading-edge mode choice modeling methods. RSG has collected system-wide on-board transit data for NJ Transit, Sound Transit, the Chicago Transit Authority, and New York's Metro-North Railroad, and recently completed a bus OD study for Nassau County. RSG's recent transit forecasting efforts include extensive work in Utah (the FrontRunner Commuter

Rail, the Mid-Jordan and Draper light rail extensions), in New York (the proposed JFK airport-to-Lower Manhattan one-seat rail service, the West of Hudson/Stewart Airport AA, and the Staten Island North Shore AA), and in San Francisco (Central Subway, Geary and Van Ness BRT lines).



Foursquare Integrated Transportation Planning, Inc. (DBE/WBE SWAM)

Office Location:	Rockville, Maryland
# of Personnel Based in the Commonwealth of VA:	0 (Based in VA - although most live in DC & VA) 9 (Firmwide)
Potential Services to be provided for Transit:	<p>Lead: Strategic Planning/Capital Investment Planning; Operations Planning and Analysis; Short-Range Plan and Program Development</p> <p>Support: Project Feasibility/Identification and Alternatives Analysis; Environmental Analysis; Public Participation; Marketing and Research; Financial Planning and Analysis; Project Evaluation; Training; and, Technology/ITS</p>

Foursquare ITP is a transportation planning, design, and policy analysis firm specializing in regional transportation planning and coordination, public transit planning, transportation demand management and alternative modes, and the environmental and economic impacts of transportation. Foursquare ITP’s focus areas within regional transportation planning include stakeholder, inter- and intra-agency coordination, transportation needs assessment, and long range multi-modal planning. Foursquare ITP is considered one of the “go-to” transportation planning firms in the Washington DC region by a wide variety of agencies and jurisdictions, in addition to providing services nationwide.

Foursquare ITP has extensive experience working on regional long-range transportation planning issues, including mid- and long-range transportation plan development, coordinating between agencies with differing goals, and developing both fiscally constrained and unconstrained plans. We utilize scenario-based planning and prioritization based on established performance metrics as well as input from clients and key stakeholders to develop multi-modal transportation plans that the region can work toward.



4ward Planning LLC

Office Location:	Philadelphia, Pennsylvania
# of Personnel Based in the Commonwealth of VA:	0 (Based in Virginia) 7 firm wide
Potential Services to be provided for Transit:	<p>Lead: Financial Planning and Analysis</p> <p>Support: Project Feasibility/Identification and Alternatives Analysis; Environmental Analysis; Public Participation; Strategic Planning/Capital Investment Planning; Operations Planning and Analysis</p>

Conventional land use planning has often emphasized the economic benefits of prospective development projects at the expense of the host communities’ social, environmental and fiscal interests. While development projects may, ultimately, prove financially profitable to their sponsors, there is less certainty regarding the project’s impacts on local housing markets, air and water quality, employment markets, municipal operating and capital budgets and access to basic necessities (primary medical services, childcare and full-service grocery stores).

4ward Planning was established to assist local governments and developers achieve sustainable development outcomes through responsible, future-based planning. Our approach, founded in socioeconomic analysis, seeks the optimum development or redevelopment program based on best case outcomes within the social, environmental, fiscal and economic systems (the “4” in 4ward Planning) of a host community and its surrounding area.

While we incorporate conventional economic and market analysis techniques within our assignments, we go a step further to examine the variables often overlooked by traditional approaches to market evaluation. Our added value to our clients is in identifying critical factors and issues (e.g., ratio of median income to median home prices and rental rates; licensed childcare facilities per 1,000 workers, etc.) that, if left unaddressed or minimized, could cause longer term threats to the vibrancy of local and regional markets.



Twaddell Associates (DBE/WBE SWAM)

Office Location:	Charlottesville, Virginia
# of Personnel Based in the Commonwealth of VA:	1 (Based in Virginia & Firmwide)
Potential Services to be provided for Transit:	Lead: Public Participation; Marketing and Research; and, Training
	Support: Project Feasibility/Identification and Alternatives Analysis; Environmental Analysis; Strategic Planning/Capital Investment Planning; Operations Planning and Analysis; Project Evaluation; and, Short-Range Plan and Program Development

Twaddell Associates is a woman-owned consulting practice specializing in planning, community engagement, and education. Based in Charlottesville, Virginia, the firm provides planning, facilitation, research, and educational services to communities, government agencies, and private organizations across the United States that seek to improve the quality of life for the people, communities, and constituents they serve.

President Hannah Twaddell has more than 25 years of public and private sector experience in regional, local, and organizational planning. With an emphasis on helping diverse groups of agency staff, local stakeholders, and professional consultants that work together to envision, plan, design, and sustain thriving communities. She has developed a broad array of planning approaches, engagement tools, and educational resources that planners, engineers, designers, and community members have used to integrate transportation investments, land use policies, development programs, and urban design strategies.

Specific Proposal Requirements, ¶ 7, “Tab 2 Experience and Qualifications, A.” (pg. 8 of the RFP) - continued



B. Key Personnel

A list of the key personnel including subcontractors who could be assigned to the various tasks identified. Give the relevant experience record of each and include resumes and any certifications. *Specific Proposal Requirements, ¶ 8, “Tab 2 Experience and Qualifications, B.” (pg. 8 of the RFP)*

The following Personnel Skills Matrix provides a complete listing of personnel available for this project, indicating their respectively listed years of experience, professional certifications, and areas of expertise. Blue asterisks indicate Virginia-based staff. All 92 of the staff shown here are available to support this contract as needed, to ensure that our team can meet any type of assignment and can handle multiple, concurrent assignments. Brief resumes of our key staff are provided following this matrix.

Table 2 – Personnel Skills Matrix

Key Personnel	Years of Experience	Certifications	Project Feasibility/Identification and Alternatives Analysis	Environmental Analysis	Public Participation	Marketing and Research	Financial Planning and Analysis	Strategic Planning/Capital Investment Planning	Operations Planning and Analysis	Project Evaluation	Safety and Security	Short-Range Plan and Program Development	Training	Technology/ITS
Baker														
Lorna Parkins *	24	AICP	✓	✓	✓	✓	✓	✓		✓		✓		
Paul Prideaux *	26	PE	✓	✓	✓				✓	✓				
David Wilcock	30	PE	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
Kenneth Mobley*	24	-	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓
Scudder Wagg *	8	AICP	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓
Susan Manes *	26	-	✓	✓	✓	✓		✓		✓				
Brian Curtis *	19	PE	✓	✓	✓				✓	✓				✓
Jacob Thornton *	9	-	✓	✓	✓									
Christopher Chop *	3	-	✓	✓	✓	✓	✓	✓		✓		✓	✓	
Zachary Harris *	13	PE	✓	✓	✓				✓	✓		✓	✓	✓
Rebecca Stark *	2	-		✓	✓	✓				✓			✓	
John Fennell *	18	RLA, LEED	✓		✓									
Diana Hartman*	19	AICP	✓		✓						✓			
William Thomas	26	PMP	✓						✓	✓			✓	
Tony Hofmann	20	-	✓						✓	✓			✓	
Avinash Sinha	13	AICP	✓						✓	✓			✓	
Robert d'Abadie	19	-	✓		✓	✓	✓		✓	✓		✓	✓	
Frank Curti	17	AICP	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Jeffrey Bergsten	20	PE	✓	✓	✓				✓	✓				✓
Andrew Batson	4	AICP	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Rick Robyak	25	PE	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Troy Truax	17	AICP		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Carlos Ortiz	24	PE, TE, PTOE	✓		✓				✓	✓		✓	✓	✓

Specific Proposal Requirements, ¶ 8, “Tab 2 Experience and Qualifications, B.” (pg. 8 of the RFP) - continued

Key Personnel	Years of Experience	Certifications	Project Feasibility/Identification and Alternatives Analysis	Environmental Analysis	Public Participation	Marketing and Research	Financial Planning and Analysis	Strategic Planning/Capital Investment Planning	Operations Planning and Analysis	Project Evaluation	Safety and Security	Short-Range Plan and Program Development	Training	Technology/ITS
Nancy Stadler	25	PE, PTOE	✓	✓	✓			✓	✓					✓
Andrew Kuchta	31	-	✓	✓	✓									
Christopher Owen	25	-	✓	✓	✓					✓			✓	
STV														
Cody Christensen *	13	AICP	✓	✓	✓			✓	✓			✓		✓
Scot Sibert	15	AICP	✓	✓	✓		✓	✓	✓	✓		✓		
Kevin Quinn	12	AICP	✓	✓	✓		✓	✓	✓	✓	✓	✓		
John Manzoni	14	-	✓	✓	✓		✓	✓	✓	✓		✓		
Joe Romeo	15	-	✓	✓	✓		✓	✓	✓	✓		✓		
John Gasparine	12	LEED®AP			✓		✓	✓		✓		✓	✓	
Jennifer Schwaller	15	-	✓	✓	✓				✓			✓		
Jamie Lake	15	AICP, PTP	✓	✓	✓			✓	✓			✓		
Brian Dwyer	22	-			✓						✓		✓	
William Pitard *	32	CCO, BSCP									✓		✓	
John Ponzio	17	-			✓									✓
Dominick Minneci	13	P.E.			✓									✓
Christopher Hertz	11	P.E., PMP			✓									✓
Renaissance Planning Group														
Vlad Gavrilovic *	28	AICP	✓		✓			✓		✓			✓	
Kate Ange *	16	AICP			✓	✓		✓		✓		✓	✓	
Dan Hardy *	25	PE, PTP	✓		✓			✓		✓		✓	✓	✓
Chris Sinclair	28	AICP	✓		✓		✓	✓	✓	✓		✓	✓	✓
Rich Kuzmyak *	38	-			✓			✓	✓	✓				✓
Jason Espie *	9	AICP	✓		✓									
Jessica Dimmick *	5	EIT	✓		✓									
Whit Blanton	25	AICP	✓		✓	✓		✓		✓			✓	
Dave Stamm	16	AICP					✓			✓				
Mike Callahan *	6				✓					✓				
Alex Bell *	5	AICP	✓					✓	✓	✓		✓		
Nick Lepp	10	AICP	✓		✓		✓	✓	✓	✓				
McCormick Taylor														
Brennan S. Collier *	17		✓	✓	✓	✓				✓			✓	
Patsy G. Napier *	46		✓	✓	✓	✓	✓			✓			✓	
L. Bert Cossaboon	36	AICP, NJPP	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	

Specific Proposal Requirements, ¶ 8, “Tab 2 Experience and Qualifications, B.” (pg. 8 of the RFP) - continued

Key Personnel	Years of Experience	Certifications	Project Feasibility/Identification and Alternatives Analysis	Environmental Analysis	Public Participation	Marketing and Research	Financial Planning and Analysis	Strategic Planning/Capital Investment Planning	Operations Planning and Analysis	Project Evaluation	Safety and Security	Short-Range Plan and Program Development	Training	Technology/ITS
Joseph A. Bucovetsky	26	AICP	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
John F. Mullen	16	AICP, NJPP	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Leanne M. Doran	22		✓	✓	✓	✓	✓	✓					✓	
Andrew B. Smith	33		✓	✓	✓	✓	✓	✓		✓		✓	✓	
Allysha L. Lorber	17	AICP RLA	✓	✓	✓	✓				✓		✓	✓	
Brian A. Bernstein	26	AICP	✓	✓	✓	✓		✓		✓		✓	✓	
Kelly S. Coleman *	15		✓	✓	✓	✓							✓	
Robert V. Maimone	16	AICP	✓	✓	✓	✓		✓				✓		
Kelly C. Lyles	10		✓	✓	✓	✓		✓		✓		✓	✓	
Dana P. Knight	33	P.E.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
Rick J. Kiegel	26	P.E.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Wesley G. Mitchell	17		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
Carolyn L. Keeler *	20		✓	✓	✓	✓								
Christopher J. Brooks	19	P.E.	✓	✓	✓	✓						✓	✓	
Scot D. Aitkenhead	14	PWS	✓	✓	✓	✓								
Steven E. Barry	14		✓	✓	✓	✓								
Charles A. Richmond	15		✓	✓	✓	✓								
Jack A. Cramer	13		✓	✓	✓	✓								
Robyn V. Hartz *	13		✓	✓	✓	✓								
Alexander J. Nies *	4		✓	✓	✓	✓								
Ross T. Hudnall *	8		✓	✓	✓	✓								
Resource Systems Group														
William Woodford*	33	-	✓	✓				✓		✓				
John Lobb	13	-	✓	✓		✓				✓				
Greg Spitz	18	PRC	✓		✓	✓				✓				
Jeff Frkonja	11	-	✓					✓		✓				
Foursquare Integrated Transportation Planning, Inc.														
Lora Byala	16	AICP	✓	✓	✓		✓	✓	✓	✓		✓		✓
David Miller	14	PTP	✓	✓	✓		✓	✓	✓	✓		✓		✓
Shana Johnson	9	AICP	✓	✓	✓	✓	✓	✓	✓	✓		✓		
Andrew Zalewski	3	-	✓	✓	✓	✓	✓	✓	✓	✓		✓		✓
Harley Cooper	5	-		✓	✓		✓	✓	✓	✓		✓		
Adam Recchia	8	-	✓	✓	✓			✓	✓	✓		✓		✓
Stephen Falbel	24	-	✓		✓			✓	✓	✓		✓	✓	✓

Specific Proposal Requirements, ¶ 8, “Tab 2 Experience and Qualifications, B.” (pg. 8 of the RFP) - continued

Key Personnel	Years of Experience	Certifications	Project Feasibility/Identification and Alternatives Analysis	Environmental Analysis	Public Participation	Marketing and Research	Financial Planning and Analysis	Strategic Planning/Capital Investment Planning	Operations Planning and Analysis	Project Evaluation	Safety and Security	Short-Range Plan and Program Development	Training	Technology/ITS
Alan Castaline	36	PE	✓		✓			✓	✓	✓		✓	✓	
Michael Weinberger	4	-			✓	✓		✓	✓	✓		✓		
4Ward Planning														
Todd Poole	20+	EDFP	✓	✓	✓	✓	✓	✓		✓		✓		
Sam Eisenbeiser	10	AICP	✓	✓	✓	✓	✓	✓		✓		✓		
Ken Good	1	-	✓				✓	✓		✓		✓		
Twaddell Associates														
Hannah Twaddell*	25	-	✓	✓	✓	✓		✓		✓		✓	✓	

* Indicates key person is based in the Commonwealth of Virginia

Specific Proposal Requirements, ¶ 8, “Tab 2 Experience and Qualifications, B.” (pg. 8 of the RFP) - continued

Lorna Parkins, AICP

Years with **Baker**: 15

Role: Project Manager

Total Years: 25

Education: M.S., 1988, Applied Economics, University of Minnesota
B.A., 1986, Planning/Urban Affairs, Virginia Polytechnic Institute and State University

Licenses/Certifications: **American Institute of Certified Planners, 1996**

Ms. Parkins has worked for private engineering firms and the Southwestern Pennsylvania Commission, the Metropolitan Planning Organization located in Pittsburgh, Pennsylvania. She specializes in the relationships between transportation, land use, and economic development. She has performed land use, environmental and economic work on over 40 major investment or feasibility studies and environmental impact documents. She has worked with land use allocation and economic models in the context of alternatives analysis, scenario planning, and indirect and cumulative impacts analysis. She has prepared long-range transit and multimodal plans as well as corridor and area studies for transit-oriented development and integrated land use/transportation planning. She has managed a variety of projects, including those that are \$5 million+ in contract value. As Assistant Vice President in Transportation Planning at Baker, she leads internal coordination, strategic planning, technical development, and quality control practices for planners within the company, across the country.

Broad Street Corridor Bus Rapid Transit System Planning, Richmond, Virginia. *Virginia Department of Rail and Public Transportation.* Project Manager. Developed project initiation memo for Small Starts BRT project, gathering relevant existing data on the corridor and developing a corridor description and graphic that make the case for initiation of a small starts project. As a subconsultant, Baker conducted research, developed geographical information system (GIS) mapping, and drafted a project initiation memo to secure funding for a feasibility study for a bus rapid transit system (BRT) along the Broad Street corridor. Baker is conducting continued study of the corridor in an alternatives analysis and environmental assessment, with responsibility for public involvement as well as the problem statement, traffic analysis, station selection, station area analysis, and several areas of environmental analysis for the National Environmental Policy Act (NEPA) document.

VDOT Multimodal On Call Projects, Statewide, Virginia. *Virginia Department of Transportation.* Project Manager. Responsible for all aspects of contract management, including managing three major subconsultants and up to eight individual task orders per year. This project includes working with VDOT's newly-established Office of Intermodal Planning and Investment (OIPI). Baker's responsibilities for conducting work under a grant program for local governments, regional planning agencies and transportation agencies. These grants provided a unique opportunity to address multimodal transportation planning and the integration of land use and transportation planning. In 2011, Baker was reselected to continue providing on-call services to the OIPI, including an update of the statewide multimodal transportation plan and a variety of focused research and planning studies to enhance multimodal planning.

Prince William County Mass Transit Plan, Prince William, Virginia. *Prince William County.* Project Director. Provided technical oversight of entire project. Under an on-call contract with VDOT's Multimodal Transportation Planning Office, Baker developed a mass transit plan for Prince William County, Virginia. The purpose of this project was to incorporate a Mass Transit Plan into the county's 2008 Comprehensive Plan Update, in order to identify how different transit systems and facilities can work together to create a more efficient transportation and transit network. The plan considered how the proposed transit facilities would interact with the road, pedestrian, and bicycle improvements proposed in the county's comprehensive plan. Baker also examined how the county could further fund planned transit improvements that had been identified throughout the Plan, as well as identifying areas that may be suitable for future transit oriented development (TOD).

Loudoun Countywide Transit Plan, Loudoun County, Virginia. *Loudoun County Office of Transportation Services.* Project Manager. Responsible for all aspects of developing the county's first long-range transit plan to identify distinct transit markets and develop three phases of recommendations for commuter, local, regional, and demand-responsive transit services. Project included outreach to transit-dependent populations, extensive work with a project steering committee, testing of fixed route transit alternatives, productivity analysis, cost estimation, and a financing plan. Innovative transit recommendations were included to bridge service needs in areas of unproductive fixed route service.

Virginia Surface Transportation Plan, Statewide, Virginia. *Office of Intermodal Planning and Investment.* Project Manager. Responsible for scoping, oversight, and management of project team to complete study report in a compressed timeframe. Under an on-call agreement for multimodal planning, Baker prepared a statewide surface transportation plan, addressing surface transportation needs, and investments for highway, transit, rail, freight, and bicycle and pedestrian modes. The final plan consisted of a graphical report and a statewide executive summary map.

VTrans2035 Update, Statewide, Virginia. *Office of Intermodal Planning and Investment.* Project Manager. Responsible for public outreach, coordination with multi-agency steering committee, and preparation of all project deliverables. Baker conducted an interim update of the statewide multimodal long range transportation plan. The primary focus of the update is to transition to a performance-based planning framework that unifies goals, investment priorities, and performance measurement. Outreach activities included webcast meetings in multiple regions to minimize travel, public outreach workshops, and workshops with interest groups, as well as website and social media.

Waynesboro Transit Feasibility Study. *Central Shenandoah Planning District Commission.* Project Manager. Responsible for scoping and quality management. Conducted operational analysis of transit routes proposed by a steering committee, in order to assess financial feasibility and prioritize recommendations in the study that was prepared by the Central Shenandoah Planning District Commission under a VDOT Multimodal Planning Grant.

Harrisonburg 2030 Transportation Plan, Harrisonburg, Virginia. *Virginia Department of Transportation.* Project Manager. Responsible for leading the technical and public involvement processes for developing the MPO Long Range Transportation Plan. This plan was the first long-range transportation plan to be prepared for the Harrisonburg-Rockingham MPO, in which Lorna was also the primary author of the Plan document. An existing travel demand model was also updated/converted to TP+ software. Additional activities included surveys and traffic counts, capacity analysis, interviews, GIS analysis and mapping, as well as public meetings and outreach to the elderly, Low English Proficiency and low-income residents.

Caroline County Transit Oriented Development Study, Caroline County, Virginia. *Virginia Department of Transportation.* Project Manager. Responsible for all aspects of the task order to assess the feasibility and develop the transit-oriented development (TOD) concept. Baker was tasked with developing a Transit-Oriented Development (TOD) plan for Caroline County, Virginia, under a contract with the Virginia Department of Transportation's Multimodal Transportation Planning Office. The on-call contract required Baker to conduct work under a grant program for local governments, regional planning agencies, and transportation agencies. To fulfill the objectives of the grant proposal, this project included an assessment of the environmental and engineering feasibility of the site selection and development of up to four potential sites for a rail station. The sites were then evaluated from the perspective of TOD and transportation connectivity/access to the surrounding area. A preferred site was selected and the general composition and objectives for a TOD development were prepared. The final product was a concept plan for the recommended TOD.

UNC Chapel Hill Outlying Properties Master Plan. *University of North Carolina.* Lead Planner. Analyzed potential locations for transit system that would include light rail through campus linking multimodal centers on outlying parcels.

East-West Multimodal Corridor Study, Miami, Florida. *Florida Department of Transportation.* Lead Planner. Analyzed survey results and prepared report of travel patterns of cruise passengers between Miami International Airport and Port of Miami. Prepared transit operational cost estimates for rail transit alternatives.

Paul Prideaux, P.E.

Years with Baker: 16

Role: Principal-In-Charge

Total Years: 26

Education: B.S., 1988, Civil Engineering, Virginia Polytechnic Institute and State University
B.S., 1990, Mechanical Engineering, Virginia Polytechnic Institute and State University**Licenses/Certifications:** Professional Engineer, Virginia, 1995

Mr. Prideaux has extensive project management and oversight experience, in addition to technical expertise in travel demand modeling, highway capacity analyses, traffic simulation, trip generation calculations, cost-benefit analyses, feasibility studies, conceptual design of highways and public involvement. As a former employee of the Virginia Department of Transportation, he served as Project Manager and/or lead engineer for numerous transportation projects throughout the Commonwealth. In the private sector, Mr. Prideaux has served as principle-in-charge, project manager and/or task manager for dozens of assignments. As Office Principal for Baker's Richmond, Virginia office, Mr. Prideaux has responsibility for meeting the resource needs of contracts managed by Richmond staff.

VDOT Multimodal Planning On-Call. *Office of Intermodal Planning and Investment.* Principal-In-Charge. Responsible for project oversight and resource planning.

Countywide Transportation Plan Update, Loudoun County, Virginia. *Loudoun County, Virginia.* Principal-In-Charge. Responsible for oversight and financial responsibility. Baker prepared an update of the Transportation Plan element of the County Comprehensive Plan for Loudoun County. The project is closely related to land use issues in the County; changes in zoning were incorporated into the county's travel demand model, and alternatives analysis includes exploring and quantifying the travel-reduction benefits of alternative land use patterns/design.

On-Call Services for VDOT Transportation and Mobility Planning Division, Statewide, Virginia. *Virginia Department of Transportation.* Principal-In-Charge. Responsible for project oversight and financial management. This three-year on-call services contract involved multiple task orders for transportation planning services throughout the southern half of Virginia (Bristol, Salem, Lynchburg, Richmond, and Hampton Roads Districts).

Prince William County Mass Transit Plan, Prince William, Virginia. *Prince William, County of.* Principal-In-Charge. Responsible for project oversight and resource allocation. Baker developed a mass transit plan for Prince William County, Virginia. The purpose of this project was to incorporate a Mass Transit Plan into the county's 2008 Comprehensive Plan Update, in order to identify how different transit systems and facilities can work together to create a more efficient transportation and transit network.

Comprehensive Transportation Plan and Program, City of Alexandria, Virginia. *City of Alexandria, Virginia.* Project Manager. Responsible for project management and technical writing. Baker was hired to launch a citywide long-range transportation policy and planning effort. The process started with a series of meetings with the public and key stakeholder agencies in the community. The meetings were delivered in four waves, each discussing a specific topic related to transportation in the City.

City of Richmond Multimodal Transportation Plan. *City of Richmond, Virginia.* Principal-In-Charge. Responsible for project oversight and resource allocation. Baker is conducting a year-long planning study that will update, revise and re-invent the transportation plan for the city. Project includes analysis of existing and future conditions for all modes of transportation; development of a vision statement for transportation, as well as specific goals and objectives; identification of multimodal transportation improvements; screening of improvements based on their performance in promoting the vision and goals and objectives identified in the study; and collaborative public involvement with citizens, stakeholders, and community groups.

Braddock Road at Wakefield Chapel Road and Danbury Forest Drive Environmental Constraints Analysis, Fairfax County, Virginia. *Fairfax County Department of Transportation.* Principal-In-Charge. Responsible for project oversight and resource allocation. As a subconsultant to another engineering firm, Baker is developing an environmental constraints analysis for a feasibility study for improvements to Braddock Road at the Wakefield Chapel Road and Danbury Forest Drive intersection.

David Wilcock, P.E.Years with **Baker**: 1**Role: Technical Advisor**

Total Years: 30

Education: B.S., 1982, Civil Engineering, Northwestern University**Licenses/Certifications:** **Professional Engineer, Rhode Island, 1987**

Mr. Wilcock is Vice President and National Practice Leader for Rail and Transit at Baker. He is knowledgeable in all aspects of the major transportation project development process from the initial planning and operational analysis efforts through final design, construction and service implementation. His 30 years of experience have included the planning, design, and construction of rail and transit infrastructure, new and/or renovated rail stations and facilities, and multimodal transportation centers. Mr. Wilcock has been involved in the implementation of new rail and transit services as well as the preparation of business plans. He has helped develop corridor level planning and conceptual design documents as well as NEPA, FTA New Starts, and FRA Service Development Plan documentation for federally funded projects. His planning expertise includes the development of Alternatives Analyses for FTA, FHWA, FRA and joint FTA/FHWA led NEPA multimodal corridor planning efforts.

CTfastrak (New Britain-Hartford Busway) Program Oversight. *Connecticut Department of Transportation.* Interim Program Director. As Interim Program Director, Mr. Wilcock is responsible for the oversight and direction of the **CTfastrak** Program, a project funded through FTA's Section 5309 New Starts Program. His duties include management and coordination of design, construction, operations implementation, marketing, public relations and community outreach efforts. He is responsible for updating and managing the Critical Path Management (CPM) schedule for the entire program, integrating the ongoing design and construction activities with all necessary planning, operational, marketing and community outreach activities leading to successful startup of operations in Spring 2015.

Alternatives Analysis for the VRE Service Extension to Gainesville and Haymarket, VA - Planning, Operations, and Design. *Virginia Railway Express.* Project Manager. This Alternatives Analysis, developed under FTA guidelines, was focused on defining the most appropriate transit investment strategy for improving mobility and regional access for residents in the northern Virginia communities of Gainesville and Haymarket to the Alexandria and Washington DC markets. As Project Manager, Mr. Wilcock led a multidisciplinary team in the investigation of cost-effective transit solutions that were focused on increasing transit accessibility, improving corridor mobility, increasing transit ridership, improving regional air quality, and supporting opportunities for smart growth initiatives and sustainable development.

New Starts Evaluation Reviews – Operations & Maintenance Cost Models. *Federal Transit Administration.* Senior Technical Reviewer. Through an Omnibus Services contract, Mr. Wilcock provided technical review services of New Starts Applicant's Operations & Maintenance (O&M) Cost Models. His responsibilities included a review of the model structure, the inputs, assumptions, application, and results. Select O&M Cost Model reviews conducted by Mr. Wilcock included the MTA's Second Avenue Subway, SFMTA's Central Subway, Miami Dade Transit's North Central Corridor Metrorail Extension, Dulles Corridor Metrorail Project Wiehle Avenue Extension, Norfolk Light Rail Project, the Sacramento Regional Transit District South Corridor Phase 2 project, and Triangle Transit Authority's (TTA) Regional Rail Project.

Bus Maintenance Facility Evaluation. *Greater Richmond Transit Company (GRTC).* Senior Technical Advisory. Mr. Wilcock assisted in the development of the alternatives analysis and NEPA documentation of a new bus maintenance facility for GRTC. In his role, he reviewed and critiqued the various options for either enhancing their existing bus maintenance facility or developing a new facility for their bus fleet in Richmond, Virginia. The analysis included an evaluation of space requirements and the development of conceptual alternatives for site layouts based on operational and maintenance considerations. The Phase 1 efforts led to the selection of a site for the development of a new maintenance facility. The second phase of services focused on developing the NEPA documentation and preliminary engineering plans for the new facility. Mr. Wilcock assisted the team as a Senior Technical Advisory providing guidance for the NEPA process and review of the preliminary engineering plans. The proposed site is adjacent to the CSX freight main line south of Richmond and requires coordination with the railroad for development of the new facility.

Kenneth MobleyYears with **Baker**: 11**Role: Transit Corridor Studies Task Order Leader**

Total Years: 24

Education: M.S., 1990, Public Policy and Management/Urban Planning, Carnegie Mellon University
B.A., 1988, Political Science, Davidson College

Mr. Mobley is a transportation planner with more than 20 years of experience in all modes of transportation planning, environmental studies, and transit planning work. He currently serves as a project manager for transportation studies and as the corporate technical manager for public involvement efforts in Baker's Alexandria, Virginia office. Mr. Mobley's experience includes all modes of transportation including alternative transportation systems, heavy rail, light rail, bus rapid transit, and airport access studies. As a project manager he has led sub-area studies, corridor studies, planning studies, statewide and regional studies for transportation investments, policy initiatives, comprehensive planning and environmental efforts. As a public involvement manager, Mr. Mobley has supported clients in a variety of manners, and he specializes in public involvement campaigns for controversial projects. He has served as a client representative and technical resource at over 60 public workshops and at over 200 community meetings and stakeholder groups in his career to date. As a public involvement specialist, he has been responsible for all aspects of the meeting production process. He is committed to using innovative public engagement techniques that enhance the decision-making process for clients and projects.

FRA Environmental On-Call Contract. *Federal Railroad Administration.* Environmental Manager. Provided advice for FRA projects as part of on-call contract. Projects included the Baltimore Tunnel re-routing evaluations and the New Orleans Gateway preliminary feasibility studies.

Dulles Corridor Rapid Transit Project. *Washington Metropolitan Area Transit Authority.* Land Use Task Manager. Mr. Mobley prepared the land use evaluations for the New Starts Report and Draft Environmental Impact Statement for a potential extension of rail from West Falls Church to Dulles International Airport and into Loudoun County, Virginia. Also responsible for evaluating transit-supportive land use policies for Bus Rapid Transit and Metrorail alternatives and sections of the DEIS including the environmental justice evaluations, community impacts, socioeconomic, land use impacts, secondary and cumulative effects, station area development effects, and secondary development effects.

Transportation for Livable Communities Initiative Intermodal Transit Center Program Plan Development, Shaker Heights, Ohio. *City of Shaker Heights.* Transit Planner. Provided guidance on providing station access for various modes or arrival to a new proposed station location. As part of a consultant team, Baker provided multimodal planning and public involvement services to develop an Intermodal Transit Center Program Plan that will improve safety, access, and mobility in the Warrensville–Van Aken commercial district. Baker's tasks include transit, pedestrian, and bicycle planning; parking studies; and public outreach in support of the development of an intermodal transit center on an extended light rail transit line. This project is coordinated with the reconfiguration of a major intersection and the alternatives analysis for potential extension of the light rail transit line.

Countywide Transit Plan, Loudoun County, Virginia. *Loudoun County, Virginia.* Technical Advisor. Responsible for providing planning advice for the county-wide transit plan. Baker prepared a county-wide transit plan for Loudoun County, Virginia. The project included establishing an advisory committee, evaluating previously completed planning documents for relevancy, preparing a baseline transit service evaluation and Market Analysis Technical Report, and developing a transit demand forecast model and future service plan options. At the conclusion of the project, Baker developed capital and operational cost estimates for the future service plan options.

Caroline County Transit Oriented Development (TOD) Study, Caroline County, Virginia. *Virginia Department of Transportation.* Transit Planner. Provided oversight on the development of the station access concepts for this study as well as overall QA/QC of the final deliverable. The on-call contract required Baker to conduct work under a grant program for local governments, regional planning agencies, and transportation agencies. To fulfill the objectives of the grant proposal, this project included an assessment of the environmental and engineering feasibility of the site selection and development of up to four potential sites for a rail station.

Cody Christensen, AICPYears with **STV**: 3**Role: Transit Corridor Studies Task Order Leader**

Total Years: 12

Education: B.S., 1999, Geography, Utah State University**Certifications:** [American Institute of Certified Planners \(2004\)](#)

Mr. Christensen has more than 12 years of transportation planning experience with expertise conducting transit, corridor, traffic impact, and bicycle and pedestrian circulation studies. He has conducted numerous site location and facility feasibility studies for transit maintenance and passenger facilities. Mr. Christensen is adept at ridership forecasting, route and service planning, and transit feasibility assessments for light rail, commuter rail, streetcars, bus rapid transit (BRT), and bus operation for both urban and rural areas. He also has extensive experience preparing and reviewing federal and state environmental documentation for transportation projects. When he was the Transportation Planning Manager for Johnson County Transit (JCT), a suburban county transit system in the Kansas City metropolitan area, Mr. Christensen identified and planned strategic service deployment in coordination with local and regional planning agencies, such as the Kansas Department of Transportation (KDOT) and Kansas City Area Transportation Authority (KCATA).

Route 1 Bus Rapid Transitway, Alexandria, VA. *City of Alexandria.* Transportation Planner. Providing best management practices for using bus queue jumper lanes, including pavement parking, signage, and lane striping, along the 0.8-mile bus transitway, which will run in the median of US 1 between Potomac Avenue and East Glebe Road in Alexandria, VA. The \$7.5 million system will be fully dedicated to transit service with the exception of emergency vehicles.

1265B Purple Line GEC, Washington, D.C. *Maryland Transit Administration (MTA).* FEIS Section Lead. Developing the transportation effects chapter of the Purple Line light rail's final environmental impact statement for MTA. In the chapter, Mr. Christensen is documenting existing and future conditions, impacts and mitigation for public transportation, roadways and traffic, pedestrians and bicycles, parking, and freight railroad facilities, as well as for safety and security. The \$1.9 billion 16-mile east-west light rail system is designed to address increasing traffic congestion in the northern Washington, D.C., suburbs. The Purple Line will connect Metro subway, commuter rail, Amtrak, and local bus routes inside the Capital Beltway and includes 21 stations.

Metro South Bay Metro Green Line Extension Draft EIS/EIR, Torrance, CA. *Los Angeles County Metropolitan Transportation Authority (Metro).* Senior Planning Manager. Developed the Purpose and Need Statement and other project deliverables for a Metro study of transit alternatives within the South Bay area, including a 4.6-mile light rail extension of the Metro Green Line from its existing terminus in Redondo Beach south to Torrance, CA. Mr. Christensen inventoried the existing transportation system; reviewed demographics; identified travel markets; assessed highway and transit system performance; and defined the purpose, goals, and objectives for the proposed service. He also reviewed documentation for the Draft Environmental Impact Statement/Environmental Impact Report (EIS/EIR).

Paid Parking Study, statewide MD. *Maryland Transit Administration (MTA).* Senior Planning Manager. Performed a feasibility analysis to identify the challenges and benefits of implementing paid parking at heavy rail, light rail, commuter rail and commuter bus park and ride facilities served by MTA. Mr. Christensen's analysis involved an inventory of current conditions, peer agency surveys and research, a two-tiered screening process, a revenue analysis, a feasibility assessment, a policy review, and the development of two case studies.

Long-Range Life Cycle Maintenance Action Plan, northern Virginia to D.C. *Virginia Railway Express (VRE).* Senior Planning Manager. Performed a comprehensive review of maintenance practices and programs related to locomotives and rolling stock operated by VRE. Mr. Christensen led a team to evaluate current rolling stock life expectancy, maintenance requirements, necessary tools and resources to maximize availability and ridership comfort; assess current facilities and support equipment necessary to assure equipment availability; and identify opportunities for reduced maintenance cost and enhancements that supports growth.

Lora B. Byala, AICPYears with **Foursquare ITP**: 7**Role: Transit Plans/TDPs Task Order Leader**

Total Years: 16

Education: M.S. Transportation, Massachusetts Institute of Technology, Center for Transportation Studies.
B.S.E. Systems Engineering (Transportation Focus) and B.A. Urban Studies, University of Pennsylvania.

Certifications: **American Institute of Certified Planners**

Ms. Byala has more than 15 years of experience in the transportation field, with a primary focus on public transit, transportation strategic planning, and transportation demand management. She has worked for clients in the federal, state and local sectors, for MPOs, and for non-profit development agencies. Her focus is on working to promote transportation improvements through stakeholder and inter-agency coordination, planning studies, impacts analysis, market studies, and best practice analysis. Her major areas of expertise are mid-range transit planning, bus priority planning, long-range regional transportation planning, and data and performance based strategic planning.

Hampton Roads Transit Development Plan. *Hampton Roads Transit.* Project manager for a comprehensive six-year TDP, including linkages to land use and development; goals, objectives, and performance measures; analysis of existing service; and operating, capital and financial plans. The plan documented and analyzed the agency's existing service, recommended changes to bus service, passenger amenities, and other capital improvements, and included a fiscally constrained financial plan including all capital and operating expenses and sources of funds. Prepared plan according to DRPT guidelines in 2011 and developed annual update letter in 2012.

Hampton Roads Transit Capital Plan. *Hampton Roads Transit.* Worked with HRT Senior leadership and other key staff to develop the agency's first strategic capital plan. Facilitated workshop with key staff to develop prioritization criteria, and coordinated submittals of potential projects. Prioritizing projects based on criteria and costs, both capital and operating impacts of capital expenditures. Guiding development of capital and operating cost model based on the one I developed as part of the HRT Transit Development Plan. The resulting revenues and fixed costs will yield a financial constraint to develop a fiscally constrained six-year capital plan, as well as a visionary one for the longer term and/or if additional funding becomes available.

Maryland MTA Network Efficiency and Cost Containment. *Maryland MTA.* Project Manager for the recently-begun comprehensive service evaluation study of MTA's local bus service in the City of Baltimore and surrounding jurisdictions. This project includes service evaluation focusing on better aligning service with current trip patterns and population and employment, as well as proposing efficiencies to make better use of limited resources. Work practices and labor considerations will also be reviewed, and Title VI analysis for all changes will be conducted. An extensive public outreach effort is also planned.

Fairfax County Transit Development Plan. *Fairfax County Department of Transportation.* Project Manager responsible for overseeing more than twenty tasks and a \$1.4 million budget for the Fairfax County ten-year transit development plan that included both Fairfax Connector and Metrobus service. Analyzed surveys, transit performance, demographic data, land use and growth information, and major upcoming changes in the county, including the new Metrorail Silver Line and BRAC impacts. [Not a Foursquare ITP project.]

Tysons Corner Circulator Study. *Fairfax County Department of Transportation.* Overall project management for three key tasks related to planning for an internal Tysons Corner Circulator: review and documentation of best practices for urban circulators; Circulator goals, objectives, and performance measures; and development of final route alignments.

DC Circulator Transit Development Plan. *DCDOT and DC Surface Transit, Inc.* Developed a ten year plan for the very successful DC Circulator service to keep it focused on its core values of providing high quality bus service to key existing and emerging multi-use activity centers throughout DC. Utilized extensive data on development and land use, existing transit service and plans, and public input to develop a set of proposed new corridors on which to provide Circulator service, prioritizing the new service, and developing routing and operational characteristics for each.

Vlad Gavrilovic, AICPYears with **Renaissance Planning Group**: 8**Role: Multimodal Studies, Policy Task Order Leader**

Total Years: 29

Education: M.S., 1985, Urban Planning and Environmental Design, University of Virginia
B.A., 1981, Architecture, University of Illinois**Certifications:** **American Institute of Certified Planners (1993), Commonwealth of Virginia**

Mr. Gavrilovic a principal with Renaissance Planning Group with over 28 years of experience in land use, urban design and transportation planning. He has been at the forefront of designing innovative and context sensitive solutions for communities throughout the country. Trained in both urban planning and architecture, Vlad has developed specialized skills in land and community planning, multi-modal transportation design, environmental planning and community design guidelines. Vlad's work has included projects for a wide variety of local and regional governments, as well as various transportation agencies, conservation groups, and regional planning organizations. He has served on the American Institute of Architects Committee of the Environment and has taught planning and design at George Washington University and the University of Virginia. He has a particular focus on the development of urban design, community planning and environmental protection strategies within a transportation planning context, addressing the challenges of modern society as it deals with the built and natural environments.

Multimodal System Design Guidelines. *Virginia Department of Rail and Public Transportation, Richmond, VA.* Renaissance Planning Group has been working with DRPT since the Spring of 2011 to prepare statewide guidelines for multimodal planning and design. The project entails looking at existing conditions statewide to assess the range of place types and potential corridor typologies. Renaissance is worked a 30-member steering committee to help develop and shape the ultimate work product. The guidelines address a range of land use, urban design, transportation and public space design considerations. Vlad serves as the overall project manager of an interdisciplinary team including engineers, planners and designers that are developing this first-of-itskind guidebook for Virginia.

VTRANS2035 Surface Plan Update. *Virginia Department of Transportation, Richmond, VA.* Project Manager. For the Statewide Strategic Intermodal Plan, Vlad is leading a team developing the public input process that includes innovative web-based stakeholder meeting formats. As an update to 2035 Surface Plan, the team will address pressing issues of immediate and long-term importance such as Mobility for a growing, aging and increasingly diverse population, funding shortfalls and economic challenges at home and abroad, issues associated with global climate and regional environmental concerns, and rapidly advancing technologies that offer new challenges and new solutions

US Route 29 Statewide Plan. *Virginia Department of Transportation, Richmond, VA.* Project Manager. Vlad is the project manager for the scenario planning, visioning and land use/urban design portions of this 200-mile corridor study for Route 29 in Virginia. The project is intended as a prototype for future corridor plans in the Commonwealth and will establish a long-term "blueprint" for the future of the corridor in the decades ahead, along with short-term and interim recommendations for corridor improvements. The project incorporates a consensus-driven public process and will work with over 20 separate localities.

Local Government Assistance for Urban Development Areas. *Virginia Department of Transportation, Richmond, VA.* Project Manager. Renaissance is one of four teams selected by the Virginia Department of Transportation to assist a total of 35 high-growth localities statewide that have been required to adopt Urban Development Areas under recent State legislation. Vlad is leading a 5-firm team on this project that includes creating comprehensive planning, zoning and subdivision revisions to foster smart growth and developing detailed area plans that demonstrate efficient transportation and land use planning.

Transit Plan Update. *Loudoun County, Virginia.* Public Involvement and Land Use Lead. Vlad managed the public involvement and land use integration components of a comprehensive transit plan update for one of the fastest growing counties in the United States. In addition to public workshops, the project included targeted workshops with transit-dependent populations [with Michael Baker Associates].

Scudder Wagg, AICPYears with **Baker**: 8**Role: Statewide Planning & Performance Measures Task Order Leader**

Total Years: 8

Education: B.A., History and Political Science, Queens University of Charlotte, 2001
M.U.P.P., Urban and Regional Planning, Virginia Commonwealth University, 2008**Licenses/Certifications:** **American Institute of Certified Planners, 2009**

Mr. Wagg has worked on a variety of transportation projects for state departments of transportation, metropolitan planning organizations, local governments and private clients. He has been responsible for technical research, data analysis, writing, and editing reports for a variety of highway projects. He has experience in corridor studies, evaluation of transportation alternatives, traffic modeling applications, highway accident analysis, public involvement, environmental assessments, environmental impact statements, GIS graphics production and GIS data creation, production and analysis. His technical expertise includes model evaluation (Viper) and GIS (ArcGIS).

Countywide Transit Plan, Loudoun County, Virginia. *Loudoun County.* Planner. Responsible for managing the project's GIS database, assisted with model verification of the transit related attributes and assisted with development of long-term transit market analysis. Baker prepared a county-wide transit plan for Loudoun County, Virginia. The project included establishing an advisory committee, evaluating previously completed planning documents for relevancy, preparing a baseline transit service evaluation and Market Analysis Technical Report, and developing a transit demand forecast model and future service plan options. At the conclusion of the project, Baker developed capital and operational cost estimates for the future service plan options.

Comprehensive Transportation Plan and Program, City of Alexandria, Virginia. *City of Alexandria.* Planner. Responsible for assisting in updating the transportation element to the city's Master Plan and developing transportation policies to improve city decision-making. The process started with a series of meetings with the public and key stakeholder agencies in the community.

Broad Street Corridor Bus Rapid Transit System Planning, Richmond, Virginia. *Virginia Department of Rail and Public Transportation.* Planner. Developed project initiation memo for Small Starts BRT project, gathering relevant existing data on the corridor and developing a corridor description and graphic that make the case for initiation of a small starts project. As a subconsultant, Baker conducted research, developed geographical information system (GIS) mapping, and drafted a project initiation memo to secure funding for a feasibility study for a bus rapid transit system (BRT) along the Broad Street corridor.

Broad Street Bus Rapid Transit (BRT) Study AA/EA, Richmond. *Virginia Department of Rail and Public Transportation.* Lead Planner. Responsible for GIS development, GIS analysis, analysis of ridership survey data, route reconfiguration recommendations, and station area selection. Baker is responsible for the development of a combined AA/EA document for this corridor study under FTA Small Starts guidance. Baker leads the station selection, land use evaluation, socioeconomic and transportation impacts tasks as well as overall graphics and document production and public outreach.

Richmond Multimodal Strategic Transportation Plan, Richmond, Virginia. *City of Richmond.* Assistant Project Manager. Responsible for development and implementation of GIS based traffic conditions assessment, analysis of numerous technical issues including parking and emergency evacuation policies, coordination with sub-consultant on bicycle and pedestrian analysis, and overall management of public involvement, GIS data and analytical methodologies. Baker is conducting a planning study that will update, revise and re-invent the transportation plan for the city. Includes analysis of existing and future conditions for all modes of transportation; development of a vision statement for transportation, as well as specific goals and objectives; identification of multimodal transportation improvements; screening of improvements based on their performance in promoting the vision and goals and objectives identified in the study; and collaborative public involvement with citizens, stakeholders, and community groups.

Todd J. Poole, EDFPYears with **4Ward Planning**: 5**Role: Land Economics/TOD Task Order Leader**

Total Years: 20

Education: MPA: Finance, Rutgers University; BA, Political Science and Economics Rutgers University**Certifications:** **Economic Development Finance Professional (EDFP)**

Mr. Poole is president, founder and managing principal of 4ward Planning LLC with more than 20 years of economic development experience, both as a private sector consultant and a public sector practitioner. Specifically, Todd has extensive experience in the following areas: comprehensive and master planning, transit-oriented development, economic and fiscal impact analysis, regional transportation planning, redevelopment and neighborhood revitalization, park and trail revenue analysis, adaptive reuse, and development advisory.

Comprehensive Master Planning, Pittsburgh, PA. Todd recently provided real estate and financial feasibility analysis in support of the Oakland 2025 Community Plan (Pittsburgh, PA). Todd also managed his team which provided market, financial and fiscal impact analysis in support of the 400 acre Hunting Park West former industrial area in Philadelphia, Pennsylvania. 4ward Planning provided the demographic, real estate, and fiscal impact analysis in support of the development of a master plan for a 180-acre new, mixed-use residential, retail, and entertainment district in Jeffersonville, Indiana, known as the Canal District.

Transit-Oriented Development: Currently, Todd is conducting a real estate market analysis of transit oriented development along BRT corridors for the North Jersey Transportation Planning Authority (NJTPA). Mr. Poole is also providing real estate market analysis services to Morris County in support of the New Jersey 124 Corridor Transit Access Improvement Study. Todd also conducted a real estate market analysis for New Jersey Transit's Garwood station and adjacent areas to understand the effect of the land use strategy on local government revenue and municipal service costs. Mr. Poole also evaluated TOD opportunities for seven prospective sites along the Pittsburgh West Busway bus rapid transit (BRT) line. He also performed a series of market and financial analyses in support of a feasibility analysis for the Willow Grove commuter rail station relocation project.

Economic & Fiscal Impact Analysis: Todd managed his team in the provision of economic impact analysis services for the Pennsylvania Turnpike Commission, concerning its 20 year capital plan. Todd was engaged by the Elizabeth Development Company in New Jersey to assist in understanding economic impacts related to several pipeline projects under consideration for New Markets Tax Credits.

Redevelopment & Neighborhood Revitalization: Todd and his team recently completed a socio-economic, real estate, and economic and fiscal impact analysis for the Eastern Market project located in Detroit, Michigan. Todd provided socio-economic, real estate and financial analysis in support of sustainably repositioning Hunting Park West Industrial Area Study, an approximate 400-acre former industrial area in north Philadelphia. Todd also assisted the City of Hoboken with evaluating the market feasibility and associated fiscal and facility needs impacts of its Western Edge Redevelopment Planning Area.

Adaptive Reuse: Todd was engaged by the Borough of Beaver to provide market and financial modeling analysis in support of the adaptive reuse of the former Beaver Passenger Station. Recently, Todd also performed an economic impact and adaptive reuse feasibility analysis study to assist Preservation Pittsburgh in determining future reuse options for the Civic Arena (the former Mellon Arena).

Development Advisory: Todd is currently assisting the Ann Arbor (Michigan) Downtown Development Authority with an examination of the highest and best uses for five separate development parcels which it controls. This effort includes market, financial and fiscal impact analyses. Todd provided the city of Hoboken real estate development and market analysis advisory services in support of proposed development projects. Todd also served as redevelopment consultant to the Borough of Lawnside, in support of a proposed \$250 million mixed-use transit oriented development adjacent to I-295 and the Woodcrest Speedline (SEPTA). Previously, Todd performed a preliminary analysis of the prospective market feasibility for a new lifestyle center to be located along U.S. Route 1 within the Avenel section of Woodbridge Township, New Jersey.

Brennan S. CollierYears with **McCormick Taylor, Inc.:** 9**Role: Environmental Studies & Training Task Order Leader**

Total Years: 17

Education: B.A., 1998, Interdisciplinary Studies - Environmental Science, George Mason University
B.A., 1998, Geology, George Mason University
Certificate, 1998, Environmental Management, George Mason University

Ms. Collier is an Associate and Senior Project Manager in McCormick Taylor's Richmond, VA office and has over 16 years of experience completing planning studies for transportation projects. She has extensive experience in managing and preparing NEPA documentation, including Categorical Exclusions, Environmental Assessments, Environmental Impact Statements and Section 4(f) Evaluations. She has also managed multiple, simultaneous complex cultural and natural resource studies, wetlands investigations and delineations, federal and state permitting and routinely conducts direct coordination with staff from the Federal Transit Administration, Federal Railroad Administration, and the Federal Highway Administration. Ms. Collier has planned and presented at a number of public and agency coordination meetings dealing with multiple controversial issues and projects. Prior to joining McCormick Taylor, Ms. Collier was a NEPA Document Specialist for the Virginia Department of Transportation's (VDOT) Northern Virginia District and an Environmental Program Manager in VDOT's Central Office.

Virginia Railway Express Cherry Hill Third Track, Stafford and Prince William County, VA: Served as the Environmental Project Manager leading environmental studies and public participation services for this project. The project involved the completion of an Environmental Assessment and Preliminary Design for the addition of approximately 11.4 miles of mainline third track within the existing CSX Transportation RF&P right of way. Multiple complexities surrounded the project, including project work prior to identification of a lead agency. As a result, the NEPA document was prepared for either FTA or FRA approval. Midway through the project, it was identified as an ARRA funded project, increasing the coordination efforts with multiple stakeholders, including CSXT and FRA. A FONSI and Individual wetland permits were successfully obtained under an abbreviated project schedule.

Virginia Railway Express Gainesville-Haymarket Extension, Prince William County, VA: Will serve as Environmental Project Manager for this project. Environmental studies and public participation services will involve the completion of an Environmental Assessment and Preliminary Design for the addition of approximately 11 miles of mainline track within the existing Norfolk Southern right of way. The project will also include planning for three new stations.

Red Line Corridor Transit Corridor Study, Maryland Transit Administration, Baltimore, MD: Assisted in the alternative analysis process and early planning for the Draft Environmental Impact Statement for a light rail and bus rapid transit project through Baltimore City and Baltimore County. Project work included assisting in the overall management of the FTA documentation.

'NEPA & the Transportation Decision Making Process' Certified Training Instructor, FHWA's National Highway Institute (NHI): Ms. Collier is a Certified Trainer for NHI and conducts nationwide training for state and federal highway officials and consultants on NEPA and Section 4(f) processes. She has led 13 three-day courses in Phoenix, AZ; Lincoln, NE; Charleston, WV; Sacramento, CA; Atlanta, GA; Denver, CO; Anchorage, AK; Bismarck, ND; Newington, CT and Juneau, AK and participated in three others in Clearfield, PA, Nashville, TN, and Baltimore, MD. Ms. Collier was recognized by the National Highway Institute as an "Instructor of Excellence" in 2011.

VDOT Environmental Documentation & Related Services Statewide, VA: Ms. Collier leads McCormick Taylor's environmental team on this three-year/ \$5 million per year on-call contract for VDOT. This is the third contract McCormick Taylor has been a part of for VDOT. Nearly 20 tasks orders have been completed under these contracts, including some of VDOT's most controversial projects. Tasks have involved the preparation of NEPA documentation, wetlands/streams delineation and permitting, cultural resource surveys, and air & noise studies. Projects have included roadways on new alignment, interchange improvements, roadway widenings, and HOT/HOV/Express Toll lanes projects such as the Midtown/Downtown Tunnels, I-81 Tier 2 EA, Coalfields Expressway, Charlottesville Bypass, I-264/Lynnhaven Interchange, Bridgewater Bypass, Fairfax County Parkway Interchange Modifications, Skiffes Creek Connector and the I-95 Express.

Susan ManesYears with **Baker**: 23**Role: Environmental Studies Task Order Leader**

Total Years: 26

Education: M.S., 1986, Parks, Recreation, Tourism Management - Natural Resources, Clemson University
B.A., 1984, Economics/Minors: Geology and Environmental Studies, Guilford College

Ms. Manes possesses extensive experience in the management and production of NEPA documents for all types of transportation projects including roadway, rail, and transit. The NEPA documents range from simple environmental fatal flaws and constraints analyses to Categorical Exclusions (CE's) to complex and controversial Environmental Impact Statements (EIS's). As a NEPA Project Manager, Ms. Manes is responsible for coordinating with the project engineers, planners, scientists, and specialists, as well as client and agency staff and the public. She oversees the evaluation of design impacts, as well as avoidance and minimization measures to ensure federal, state, and local regulatory compliance. She has worked on over 40 transportation-related NEPA projects; serving as the Project Manager and/or lead NEPA document preparer on 23 of those 40. Ms. Manes also has environmental experience working with the localities, agencies, and VDOT on locally administered transportation projects. As a Sr. Environmental Planner, her responsibilities include agency and technical staff coordination, Socioeconomics, Environmental Justice, Visual Effects, Bypass Effects, Indirect & Cumulative Effects, Sections 4(f)/6(f), NEPA documents, SERP documents, and environmental permits.

Broad Street Corridor Bus Rapid Transit System Planning, Richmond, Virginia. *Virginia Department of Rail and Public Transportation.* Senior Planner. Responsible for multiple Section 4(f) Evaluations, including park and recreation areas as well as multiple historic properties. Primary reviewer of Section 106 documents prior to submittal to client and SHPO. Responsible for compilation of Environmental Assessment (EA), in accordance with FTA's NEPA guidelines.

Caroline County Transit Oriented Development Study, Caroline County, Virginia. *Virginia Department of Transportation.* Environmental Specialist. Responsible for preparing the environmental fatal flaw analysis in anticipation of future NEPA studies. Baker was tasked with developing a Transit-Oriented Development (TOD) plan for Caroline County, Virginia, under a contract with the Virginia Department of Transportation's Multimodal Transportation Planning Office. This project included an assessment of the environmental and engineering feasibility of the site selection and development of up to four potential sites for a rail station. The sites were then evaluated from the perspective of TOD and transportation connectivity/access to the surrounding area. A preferred site was selected and the general composition and objectives for a TOD development were prepared. The final product was a concept plan for the recommended TOD.

Feasibility Study for Operations & Maintenance Facility, Fredericksburg, VA. *Fredericksburg Regional Transit (FRED).* Environmental Task Leader. Project involved conducting a feasibility study of a parcel proposed for use by FRED for their new Administration Center and Bus Maintenance Facility. Tasks included preparing a site master plan, site evaluation, and construction cost estimate. Ms. Manes was responsible for conducting the environmental fatal flaw analysis in light of future NEPA, state, and local regulations and requirements.

Environmental Document & Related Services On-Call Contract 2008 – 2011 and 2001 - 2004. *Virginia Department of Transportation.* Project Manager. The contracts require providing professional services to satisfy the NEPA and related studies for transportation projects on an as-needed basis throughout Virginia. Contract requires expertise in natural, social, and cultural resources; air and noise impact analysis and abatement; hazardous materials management; public participation programs; traffic and transportation demand analyses; and preliminary engineering. Task Orders to date include the Route 460 Connector, Phase II – EA in Buchanan County; I-64 Widening Traffic Counts; I-64 Widening EA Support; West Point Bridge Replacement EA; Route 125 - Kings Highway Bridge EA; Route 50 Traffic Calming - Section 4(f) Evaluations; Small Whorled Pogonia Survey; Brookneal Bypass EA; I-81/Exit 150 EA; and Hampton Roads Third Crossing EIS Reevaluation. As Project Manager, Ms. Manes was extensively involved in each project and responsible for daily project management; client, subconsultant, and agency coordination; public involvement; directing staff in their responsibilities, and was the primary NEPA and Section 4(f) document preparer.

Greg Spitz, PRCYears with **Resource Systems Group**: 17**Role: Marketing and Research Task Order Leader**

Total Years: 20

Education: M.S. in Transportation, Northwestern University, Illinois (1995)
B.A. in English, University of Vermont (1990)**Certifications:** **Expert Level, Professional Researcher Certification (PRC) by the Marketing Research Association**

Mr. Spitz is a transportation economist, planner, and project manager with nearly 20 years of domestic and international experience. He has worked on projects involving toll-road and transit economics, transportation demand management, transportation demand modeling, logistics theory, and freight and intermodal transportation issues. He also has managed and operated his own alternative transportation company. In addition to his transportation demand work, Mr. Spitz also conducts demand forecasting/market strategy studies for consumer products and services. Mr. Spitz manages projects, designs and develops surveys, moderates focus groups, conducts descriptive and multivariate statistical analyses, and reports and presents the results of these studies.

NJ Transit BRT Studies, New Jersey. *NJ Transit.* Senior project manager and focus group moderator for four BRT studies: GoBus25/GoBus28 in Newark, New Brunswick, Princeton, and on the Route 9 corridor in New Jersey to Newark and New York. Designed and implemented conjoint surveys to understand which BRT attributes were of most benefit to riders in different markets. Conducted and moderated focus groups in addition to the surveying and modeling to understand riders' BRT preferences both qualitatively and quantitatively.

Amtrak Downeaster Extension Study. *Northern New England Passenger Rail Authority.* Lead project manager and forecaster for this study to forecast demand for an extended Downeaster Amtrak service from Boston, MA to Brunswick, ME through Freeport, ME. Evaluated ridership based on a number of future service plans and forecasted future parking demand for Portland, ME's transportation center based on this future service.

Sound Transit Origin Destination Survey. *Sound Transit.* Senior advisor for this study where RSG is conducting the questionnaire design, web-based survey programming, recruiting and sampling plans, distribution plans, training documents, control forms and tally sheets, analysis, FTA guidance, and a host of other services and advice for the After study for Seattle's Central Link LRT system. RSG is also conducting the same scope for the system-wide study for Sound Transit.

Sound Transit Ridership Model. *Sound Transit.* Senior advisor on this study to improve Sound Transit's internal ridership models. Advised on model estimation, variables, and reasonableness. Contributed actively to study design and client needs to ensure desired outcomes. The goal of this study was for RSG to test all aspects of the models to obtain the best model specifications for ridership forecasts. RSG provided an improved model to the Sound Transit which is now currently in use.

RTA Holistic Customer Satisfaction Study. *RTA Chicago.* As Senior Project Adviser, developed a consistent, transparent, and defensible customer satisfaction program for RTA through its three service boards: CTA, Pace, and Metra. RTA is under legislative obligation to report region-wide customer satisfaction scores. Designed and moderated focus group and managed and developed RTA's customer satisfaction program by advising on myriad satisfaction issues including what scale to use (scale effects), sample design for each service board, testing satisfaction questions using focus groups, weighting techniques to weight satisfaction scores into a region-wide score, and understanding expectations and how they affect satisfaction scores and how they can be measured.

Transit Cooperative Research Program (TCRP) Synthesis SH-07: Web-based Survey Techniques Study. *TCRP.* Principal investigator for this Synthesis research effort for TCRP. Wrote the document and conducted and managed all primary and secondary research for this project. Primary research included a comprehensive Web-based survey of transit agencies and researchers. Document published in 2006 by TRB (Synthesis Number 69).

William (Bill) Woodford, EITYears with **Resource Systems Group**: 2**Role: Ridership and FTA Coordination Task Order Leader**

Total Years: 33

Education: M.S. in Civil Engineering (Transportation), University of California, Berkeley (1980)
B.S. in Civil Engineering, University of Virginia (1979)**Certifications:** **Engineer-in-Training (VA)**

Mr. Woodford has extensive consulting experience in the areas of travel demand forecasting, ridership forecasting, and transportation planning. He has focused his career on the planning and development of fixed guideway transit New Starts projects with a particular emphasis on transit ridership forecasting, alternatives analysis, and system analysis. He has consulted to many of the largest transit agencies in the United States including those in New York, Newark, Washington, Chicago, Denver, Los Angeles, and San Jose. He also has played a key role in developing fixed guideway transit solutions in numerous metropolitan areas including Norfolk, Pittsburgh, and Minneapolis. He worked with the Federal Transit Administration and Federal Highway Administration and state DOTs in New York, Virginia, and Maine. Mr. Woodford is a resident of the Commonwealth of Virginia and his office is located in Arlington, Virginia.

Development of Simplified Ridership Forecasting Model. *Federal Transit Administration (FTA).* Directing this project to develop FTA's new ridership forecasting model known as the Simplified Trips on Projects Software (STOPS). This new process builds on the Aggregate Rail Ridership Forecasting (ARRF) model and is designed to provide a quick and reliable method for estimating ridership for New Starts projects and enable local agencies and FTA staff to evaluate the merits of new fixed guideway transit systems without the difficult process of calibrating and validating local modeling systems. STOPS is based on Census Transportation Planning Package information coupled to level-of-service measures derived from schedule information maintained in GTFS format. The resulting model will begin testing in Spring 2013.

Preparation of a Travel Forecasting For Transit Planning Course. *Federal Transit Administration (FTA).* Directing the consultant team responsible for developing a new course to be offered by FTA on appropriate techniques for preparing travel forecasts in support of transit planning. This course will be jointly taught by FTA staff, Mr. Woodford, and other consultants and will focus on the data and processes necessary to develop realistic forecasts of transit ridership.

Preservation of New Starts Forecasts. *Federal Transit Administration (FTA).* Directed AECOM's assistance to FTA in preserving and improving New Starts forecasts. Mr. Woodford's role in this project has included leading the effort to diagnose issues related to the models used to estimate ridership on the Woodward Avenue LRT in Detroit, MI and developing model enhancements intended to bring the model into conformity with FTA guidance. Mr. Woodford also led other tasks related to testing the techniques used to preserve forecasts made by others related to the LRT program in Houston, TX. (project work while at AECOM)

New Starts Forecasts, Multiple Sponsors, Nationwide. Mr. Woodford has led the development of New Starts ridership forecasts and project justification measures for some of the largest and most complex projects in the United States. Many have obtained funding and are either in operation or under construction. (project work while at AECOM) These projects include:

- VDRPT/Wmata Metrorail Extension to Dulles. Oversight of forecasting. Result: Under construction.
- HRT Norfolk LRT. Oversight of forecasting. Result: In operation and highly successful.
- Charlotte South Corridor LRT. Development of forecasting model and forecasts. Result: In operation and highly successful.
- Pittsburgh North Shore Connector. Oversight of forecasting. Result: In operation and highly successful.
- Denver multiple corridors LRT. Development of forecasting model and forecasts. Result: SW Corridor in operation and highly successful. West LRT under construction, Gold Line and East Line recommended for FFGA.

John PonzioYears with **STV**: 14**Role: Technology/ITS Task Order Leader**

Total Years: 17

Education: B.S., 1999, Electrical Engineering Technology, Pennsylvania State University

Mr. Ponzio is an electrical design specialist with more than 17 years of experience as a project manager and rail systems engineer. He is well-versed in current techniques and procedures that transit agencies are employing in response to the heightened emphasis on potential terrorism detection, including CCTV and video motion detection for infrared and thermal imaging cameras, remote backup operations control centers, tunnel and train detectors connected to a centralized alarm system, passenger emergency reporting systems, and emergency exits and intercoms. Mr. Ponzio's expertise covers all aspects of communications and control systems for rail and transit applications. His on-call work for the Port Authority of New York and New Jersey (PANYNJ), Amtrak, the New York Metropolitan Transportation Authority (MTA) and the Connecticut Department of Transportation (ConnDOT) involves security-focused assignments funded through the Department of Homeland Security.

CATS LYNX Blue Line Extension Light Rail Project. *Charlotte Area Transit Systems.* Communications and Fare Collection. Managed the design and installation of the automatic fare collection system for a new \$1.1 billion, 9.6-mile-long light rail transit system running from uptown Charlotte to I-485 in Charlotte, NC. The automatic fare collection system includes a total of 39 ticket vending machines located at 15 different passenger stations and the central management system, which is being used by Charlotte Area Transit System (CATS) staff to monitor the entire automatic fare collection system. Mr. Ponzio provided technical reviews of design drawings, specifications, and cost estimates for the 65% and 95% submittal packages for the communications and fare collection systems.

MTA Systems-Related General Engineering Task-Order Contract. *Maryland Transit Administration.* Communications Systems Specialist. Designed CCTV, PA, and variable message sign communication systems for all passenger stations on the Maryland Transit Administration (MTA) heavy rail, light rail, and commuter rail lines. As part of a general engineering consultant contract, Mr. Ponzio conducted field surveys of all passenger stations to determine the existing infrastructure conditions and recommended upgrades to support the new communications station equipment. The carrier transmission backbone of each rail line was analyzed to determine the most efficient method to deliver remote monitoring and control functionality of the new station communications systems back to the operations control centers.

City of Ottawa LRT Tunney's Pasture to Blair Station. *City of Ottawa.* Lead Communications and Control Systems. Led the design of the communications and control systems for this \$2.1 billion project that involves converting an exclusive bus transit way to a light rail system for the City of Ottawa, Ontario. Mr. Ponzio's team generated conceptual design for a new operations control center as well as all communications and control systems, including supervisory control and data acquisition, CCTV, public information display, public address, WAN, LAN, radio, emergency alarm, access control, intrusion detection, and fare collection systems. Mr. Ponzio reviewed the quality of the communications and control system designs and attended regular meetings with the client to report on progress and solicit feedback. When completed, the 7.8-mile electric light rail transit (LRT) line will stretch from Tunney's Pasture Station to Blair Station via a transit tunnel under downtown Ottawa. The plan calls for 13 stations, four of which will be in the nearly 2-mile-long tunnel.

Amtrak ARRA Preliminary Design Services. *Amtrak.* Project Manager. Served as the technical lead for Amtrak's security improvements program, funded by the American Recovery and Reinvestment Act of 2009 (ARRA). The \$531 million contract included approximately 60 infrastructure improvement projects nationwide. Mr. Ponzio managed the design of virtual fences to protect Amtrak rights-of-way, stations, bridges, tunnels, and other Amtrak-owned facilities nationwide. The project also included designs for CCTV systems with video analytics, wired and wireless networks, access control, and physical hardening.

Hannah TwaddellYears with **Twaddell**: 12**Role: Training & Public Participation Task Order Leader**

Total Years: 25

Education: BA, English & Music History/Theory, Oberlin College & Conservatory of Music, 1984; MA, Teaching, University of Pittsburgh, 1986. Advanced coursework in public participation, facilitation, transportation and land use planning, and travel demand modeling

Hannah Twaddell, President of Twaddell Associates, has 25 years of experience helping people to work together to envision, plan, and sustain thriving communities and organizations. She has facilitated comprehensive and strategic planning projects, visioning processes, and sustainability initiatives with a variety of public and private organizations across the country. She has also conducted numerous research projects and developed books, articles, online toolkits, webinars, and workshops for national, state, and regional organizations regarding a variety of transportation policy and planning issues, from integrating transportation and land use in rural areas to designing complete streets for older drivers and pedestrians. Wherever she works, Hannah strives to build strong relationships and conduct robust technical analyses that help agencies, organizations, and communities to clarify shared visions, articulate sound policies, strengthen strategic partnerships, and create sustainable strategies for long-term success.

VTrans2035 and Surface Transportation Plan – Virginia Department of Transportation: Working with Michael Baker, CDM Smith, and Renaissance Planning Group, Hannah developed workshops, stakeholder meetings, web-based interactive forums, and informational materials for Virginia’s statewide transportation policy plan and its first multi-modal system plan. For VTrans2035, she designed several stakeholder engagement forums, co-wrote a white paper on Regional Accessibility, and provided support for technical and policy analyses related to integrating land use and transportation along the state’s major multi-modal corridors. For the Surface Transportation Plan, Hannah led a team of planners and designers in organizing and developing user-friendly, comprehensive plan documents and maps which subsequently won the APA Virginia Chapter 2011 State Planning Innovation Award. For the VTrans 2035 update, Hannah designed a series of forums and workshops for key stakeholders and the general public, using both traditional meeting formats and web-based technology to facilitate interaction from multiple sites. She helped create brochures and public meeting boards, edited plan documents, and wrote a brief “user’s guide” to help local, regional and state agency partners with implementation through ongoing planning and project development.

Sustainable Communities in Appalachia – US EPA, USDA & Appalachian Regional Commission: Serving as a Lead Facilitator for pilot initiatives in Brownsville and Connellsville, PA, Hannah helped an interagency team from US EPA, ARC, and USDA to design and conduct sustainability planning charrettes and educational tools for seven Appalachian communities that were awarded 2012 EPA Livable Communities grants. The planning processes addressed specific needs and desired outcomes identified by each community; engaged stakeholders in a broader assessment of how they could advance the core principles for rural sustainability as articulated by the EPA/HUD/DOT Partnership for Livable Communities.

Multi-Modal and Public Space Design Guidelines – Virginia Department of Rail and Public Transportation: Hannah provided guidance to DRPT on stakeholder engagement for the development of a guidebook to help Virginia's communities advance transit investments and TDM strategies in concert with local and regional development plans, policies and projects.

Smart Transportation Toolkit – Montana Department of Transportation: Hannah collaborated with a team of planners and designers from Cambridge Systematics and Renaissance Planning Group to develop an innovative online toolkit of practical approaches and strategies to integrate land use and transportation planning in a traditional Western US environment. Serving as a task leader for toolkit design, content, and delivery, Hannah conducted best practices research, designed the online layout, and developed much of the final content.

Transportation and Land Use Training Course – National Highway Institute and National Transit Institute: Hannah worked with a select team of consultants and academic leaders, led by Cambridge Systematics, to update the NHI/NTI three-day course on integrated transportation and land use planning. She developed modules on integrating community values and priorities into technical analyses and on scenario planning tools. She served as one of two instructors for the pilot course.

Brian Curtis, P.E.Years with **Baker**: 12**Role: Baker Traffic Engineering Lead**

Total Years: 19

Education: M.S., 1995, Civil Engineering/Transportation Engineering, Arizona State University
B.S., 1993, Civil Engineering, North Carolina State University**Licenses/Certifications:** **Professional Engineer, Virginia, 2003**
Professional Engineer, Indiana, 2003

Mr. Curtis has fourteen years of traffic engineering and transportation planning experience. He has worked on a variety of transportation projects for state departments of transportation, metropolitan planning organizations, and local governments. He has expertise in highway capacity analyses, corridor and preliminary design studies, evaluation of transportation alternatives, traffic modeling applications, traffic design, and public involvement.

Broad Street Corridor Bus Rapid Transit System Planning, Richmond, Virginia. *Virginia Department of Rail and Public Transportation.* Traffic Engineer. Responsible for baseline, opening year and forecast year traffic evaluations in the Broad Street Corridor. Utilized team members' VISSIM model data and the City of Richmond's SYNCHRO traffic simulation model to perform level of service analysis for over 40 intersections in the project corridor for base year, opening year and forecast year conditions.

Comprehensive Transportation Plan and Program, City of Alexandria, Virginia. *City of Alexandria, Virginia.* Traffic Engineer. Responsibilities included assisting the city in updating the transportation element to the city's Master Plan and developing transportation policies to improve city decision making, leading to citywide multimodal corridor and transportation policy recommendations.

Multimodal Guidelines, Statewide, Virginia. *Virginia Department of Rail and Public Transit.* Project Manager. As a subconsultant, provided input on the complete streets and roadway design perspective within the process of developing a typology of roadway and recommended characteristics to foster successful multimodal street networks.

Nancy Lyon Stadler, P.E.Years with **Baker**: 5**Role: Alternatives Analysis, Project Feasibility, Public Relations**

Total Years: 25

Education: M.S., 1988, Civil Engineering, The Ohio State University
B.S.C.E., 1984, Civil Engineering, Virginia Polytechnic Institute and State University**Licenses/Certifications:** **Professional Engineer, Ohio, 2005**

Ms. Lyon-Stadler is an experienced engineer and a seasoned project manager who combines technical skills in traffic engineering and transportation planning skills with public involvement expertise. An alternate mode enthusiast, Nancy has a passion for livability, complete streets and active transportation projects. She is able to explain technically involved subjects in a clear and understandable manner to a general audience, enabling project teams to make sound decisions and facilitating project progress.

Blue Line Corridor Alternatives Analysis. *Greater Cleveland Regional Transit Authority.* Project Manager. As a subconsultant, responsible for all aspects of Baker's work to include public involvement, project meetings, project documentation, and environmental Red Flag investigations, and reporting. This project developed and assessed opportunities to extend transit service beyond the existing terminus of GCRTA's Blue Line light rail service to better connect with the nearby interstate system and capture new riders.

Transportation for Livable Communities Initiative Intermodal Transit Center Program Plan Development, Shaker Heights, Ohio. *City of Shaker Heights.* Project Manager. Responsible for all aspects of Baker's work to include traffic engineering, community engagement, concept development, and project documentation. Developed parking requirements for the proposed transit-oriented development; provided concepts for bicycle and pedestrian connections throughout the intermodal transit site; participated in concept development for the site layout and traffic circulation; participated in project, stakeholder, and public meetings; and provided project documentation and reports.

Scot Sibert, AICP

Years with **STV**: 5

Role: Project Feasibility and Alternatives Analysis

Total Years: 14

Education: M.S., 1998, Regional Planning, Indiana University of Pennsylvania
B.A., 1994, Geography, Millersville University

Certifications: **American Institute of Certified Planners (1996)**

Mr. Sibert is a certified planner with more than 15 years of experience in transportation, land-use, transit, and bicycle/pedestrian planning. His combined qualifications and managerial experience are demonstrated in his ability to coordinate and prepare a wide range of multimodal planning documents, including alternative analyses, short- and long-range transportation plans, corridor studies, traffic analyses, rail corridor studies, geographic information systems (GIS), Draft Environmental Impact Statement (DEIS), and Environmental Impact Statement (EIS) reports for transit corridor studies involving light-rail transit (LRT), bus rapid transit (BRT), high-occupancy vehicles, freight, and bicycle and pedestrian planning. Mr. Sibert has worked with several metropolitan planning organizations (MPOs), with whom he has fostered excellent client relationships as a result of his hands-on approach, daily communication, and creative troubleshooting. In addition, Mr. Sibert is deeply knowledgeable of Federal Transit Administration (FTA), Federal Railroad Administration (FRA), and National Environmental Policy Act (NEPA) regulations.

LYNX Blue Line Extension DEIS/FEIS Light Rail Project, Charlotte, NC. *Charlotte Area Transit System (CATS).* Senior Transportation Planner. Mr. Sibert was responsible for not only managing the development of all DEIS and FEIS GIS figures, but also developing the methodology for the transportation analysis and alternative analysis. Mr. Sibert also developed the transportation chapter for the Draft Environmental Impact Statement for the construction of a \$976 million, 11-mile-long light rail transit line extending from Uptown Charlotte, the region's central business district, northeast to the U.S. 29/I-485 interchange near the University of North Carolina at Charlotte (UNCC). Mr. Sibert skillfully meet the GIS figures requirement by working with the client's internal GIS experts to review and verify their own GIS mapping efforts, thereby keeping the project on track.

Jeff Frkonja

Years with **Resource Systems Group**: 1

Role: Alternatives Analysis and Project Evaluation

Total Years: 11

Education: M.P.A., 2002, University of Washington; B.S., 1985, Engineering, Virginia Tech

Mr. Frkonja is a travel demand modeler, transportation data analyst, GIS analyst, and project manager in RSG's Transportation Analysis Group. His past work includes modeling and related analyses for large-scale regional transportation plan updates, project-level studies including NEPA EISs, transit plan updates, and air quality conformity determinations. At RSG he manages and performs travel demand modeling and transportation analysis for a variety of plan- and project-level studies, and cooperates with the Advanced Model Group on research and model development activities.

US 192 Alternatives Analysis. *LYNX (Orlando Florida).* Technical manager for the FTA "data driven" ridership forecasting task. Applied an "offline" ridership forecasting process designed to leverage detailed information on existing transit markets from recent transit surveys combined with projections of regional growth obtained from the adopted regional forecasting model. Responsibilities included origin-destination survey processing, network and analysis zone design, trip growth forecasting, transit LOS forecasting for project alternatives, and performance indicator reporting. (2012-ongoing).

Transit Cooperative Research Program H-37 "Characteristics of Premium Transit Services that Affect Choice of Mode". *Transportation Research Board.* The project's research goal is to identify and incorporate into practical modeling applications non-traditional factors that affect travelers' choice of premium transit services. Served as modeler responsible for survey data examination for relevant factors and exploration of existing and potential new pathbuilding methods that can better represent actual choices observed in those surveys. (2012-ongoing).

Regional Model Transit "Modernization". *Chicago Metropolitan Planning Association (CMAP).* The project is upgrading CMAP's model with a better representation of transit demand and path choice based on origin-destination surveys from the region's transit providers. Served as modeler responsible for transit pathbuilding and skimming design & implementation, and evaluating efficacy of current pathbuilding algorithms. (2012-ongoing).

Christopher B. Owen

Years with Baker: 15

Role: Cultural Resource Analysis

Total Years: 25

Education: Master's Certificate, 2010, Project Management, University of Pittsburgh
M.S.H.P., 1994, Historic Preservation Planning, Eastern Michigan University
B.A., 1991, Economics, Youngstown State University

Licenses/Certifications: **Architectural Historian (36 CFR61) Qualified / Historic Preservation Planner (36 CFR61) Qualified/ Historian (36 CFR61); Section 106/National Register Eligibility, Ohio, 2002; Managing the Environmental and Transportation Development Process, Ohio, 2002 / Section 4(f) Certification, Ohio, 2002; 2.14.1 Environmental Document Preparation, 2002/ 2.7.1 Sec. 4 (F)/6 (F) Evaluations, 2007/ 2.8.1 Surv., Res. & Doc. of Hist. Build, Str. & O, 1994**

Mr. Owen is a NEPA Project Manager and trained historic preservation planner with experience in the Mid-Atlantic and Mid-West regions. He has acted as both project manager/task manager and principal investigator for numerous projects in multiple states. His NEPA experience includes preparation of CE, EA, and EIS documentation; Section 4(f) Evaluation analysis; Community Impact Analysis; Cultural Resource Investigations; and Environmental Justice. Mr. Owen has performed numerous cultural resource surveys and analysis for and assisted in the development of NEPA-related documentation for numerous transit, multi-use trail, and transportation and highway corridor studies. His cultural resource experience includes Section 106 compliance procedures and documentation; Memorandums of Agreements; HABS and HAER recordations; National Register of Historic Places Nominations; State Historic Inventory Surveys; Tax Act Certification for Historic Properties; and working with public and private clients.

Blue Line Corridor Alternatives Analysis. *Greater Cleveland Regional Transit Authority.* Assistant Project Manager and Environmental Planner. As a sub, managed the various FTA NEPA requirements and environmental field studies for the proposed extension of the GCRTA Blue Line within multiple urban corridors. Managed the preparation of the Environmental Red Flag Summary, the social economic research, ecological resource identification, preliminary hazardous site identification, and the preparation of the Community Impact Analysis report preparations.

Kelly C. Lyles

Years with McCormick Taylor, Inc.: 1

Role: NEPA / Noise

Total Years: 10

Education: M.E.M., Resource Economics and Policy, Duke University Nicholas School of the Environment, 2002
B.A., Biology, Kenyon College, 1999

Certifications: **Cert. Envir. Professional, Academy of Board Certified Environmental Professionals, 2012**

Ms. Lyles is an Environmental Scientist with McCormick Taylor. With over 9 years of environmental experience, Ms. Lyles provides environmental management, document management and regulatory compliance. As one of McCormick Taylor's more experienced National Environmental Policy Act (NEPA) compliance practitioners, she has gained valuable leadership and technical experience working closely with local and federal transit authority agencies. Ms. Lyles has completed numerous NEPA documents on projects that range from transit, streetscapes, bridge replacements, noise wall installation, park and rides, developer-funded projects, intercity intermodal terminals, and projects within the Critical Area (CA) and Program Open Space.

Environmental Planning Division, Maryland Transit Administration: Environmental Manager. Ms. Lyles managed the following projects for the MTA: MARC Riverside Rail Yard, MARC Elkton Expansion, MARC Prologis Maintenance Facility, Red Line and Purple Line Corridor Transit Projects, Bayview MARC Station, Intercity Intermodal Terminal, BWI Rail Station, Dunkirk Park and Ride, MOU CAC-MTA, Mobility CE, off-site SWM mitigation sites, TMDL WIP implementation, climate change initiative, and Sustainability Management Plan.

I-795 Dolfied Boulevard Interchange Project, Baltimore County, Maryland, Maryland State Highway Administration: Conducted Preliminary Alternatives and Preliminary Design Phase air (MOBILE6, CAL3QHC) and noise (TNM 2.5) analysis for several interchange options for the I-795 Dolfied Boulevard/Pleasant Hill Road Interchange Project using FHWA, USEPA and SHA air quality and traffic noise guidelines, and Draft Preferred Alternative Package.

Christopher J. Brooks, P.E.Years with **McCormick Taylor, Inc.:** 9**Role: Water Resources**

Total Years: 19

Education: B.S., Civil Engineering, University of Massachusetts- Lowell, 1994**Certifications:** **Professional Engineer, 25819, Maryland, 2001**

Mr. Brooks has over 17 years of experience as a Water Resources Engineer and Project Manager, including a nine-year tenure with the Maryland State Highway Administration's Highway Hydraulics Division (MSHA-HHD). As the Senior Water Resources Engineer in the Baltimore Office he supervises 5 employees while overseeing multiple H&H, NPDES, GIS and SWM design contracts, projects, studies, reviews and tasks. His experience includes storm drain, erosion and sediment control, culvert analysis & hydraulic design, stormwater management design & retrofits using Best Management Practices, NPDES Compliance, HEC-RAS, geomorphology, environmental permitting and management of several H&H Engineering and Water Quality Design open end contracts for State and County clients.

Mudlick Creek Stream Restoration, Roanoke County, VA: Hydraulic Project Manager responsible for the hydrologic and hydraulic analysis for a 3000' stream restoration/relocation within County parkland. Work included hydrology and HEC-RAS to evaluate existing and proposed changes in shear stress and floodplain elevations resulting from the proposed channel improvements and pedestrian bridge replacement, maintenance of streamflow and sediment control. Coordinated with FEMA on CLOMR requirements related to floodplain increases.

MDE Nontidal Wetland and Waterway Construction Permit Reviews, SHA, Statewide, MD: H&H Engineer responsible for permit review of H&H studies on behalf of the Maryland Department of the Environment (MDE) WMA, Nontidal Wetlands and Waterways Division. Work includes review of large watershed hydrology using TR-20, GISHydro2000 and the Maryland Hydrology Panel Report guidelines; hydraulic modeling of structure replacements, floodplain impacts and stream modifications using *HEC-RAS* and similar software; and drafting of comments and approval letters on behalf of MDE-WRA.

MDE Stormwater Management and Sediment Control Review, SHA, Statewide, MD: Certified MDE Reviewer/Engineer responsible for review of stormwater management (SWM) and sediment control permits, on behalf of the MDE, Plan Review Division. Work includes review of sediment control designs, SWM reports, specifications and plans for constructability and adherence to guidelines, waiver applicability and current laws; and preparation of comment and approval letters for signature.

Jessica Dimmick, EITYears with **Renaissance Planning Group:** 5**Role: Technology/ITS Support**

Total Years: 5

Education: B.A., 2007, Civil Engineering, Lafayette College**Certifications:** **Engineer-In-Training**

Trained as a civil engineer, Ms. Dimmick's professional experience includes operational and engineering analyses at both site and corridor scales. She also has strong facilitation skills. After joining Renaissance in the summer of 2008, she has been involved in numerous planning and policy efforts, and continued to develop her technical analysis and communication skills.

VTrans2035 and the Virginia Surface Transportation Plan. VDOT and VDRPT, VA. Jessica was part of a team effort to identify Virginia's demographic and socioeconomic trends, analyze the effects on transportation, and compile and organize the transportation recommendations from state agencies. Jessica led the effort to coordinate graphical design aspects of the STP report and extensive public outreach efforts, including the creation of 25 unique maps using GIS and Adobe Illustrator to display the interaction of all transportation modes throughout the state. She also summarized all public input and ensured smooth communication between agencies.

On-Call Services for the Office of Intermodal Planning and Investment Services (OIPI). *Virginia Department of Rail Public Transportatin.* Technical Support. Renaissance is providing support to planning and investment staff in transportation system planning, corridor studies, performance measures, report writing and outreach. Jessica coordinated the data collection, document review, land use assessment, transportation analyses and public outreach efforts, documenting the findings in a comprehensive corridor profile report.

Patsy G. Napier

Years with **McCormick Taylor, Inc.:** 9

Role: Public Participation

Total Years: 45

Professional Training: Professional Training: FHWA’s National Highway Institute; Public Involvement in NEPA and Transportation Decision Making; Access Management; Value Engineering for Highways; Highway Capacity Analysis; Project Development and Environmental Documentation; Highway Program Financing; Human Factors in Design and Operations
Virginia Department of Transportation/ Virginia Transportation Research Council: Advanced Road Design; Training; Public Speaking; Achieving Extraordinary Customer Service; Project Management Training; Negotiating Win-Win Situations; Basic Project Management Concepts in Transportation; Project Leadership, Management and Communications at VDOT

Ms. Napier is a Senior Technical Advisor and Project Manager in McCormick Taylor’s Richmond, VA office. She has 45 years of experience, 37 years of Preliminary Engineering and Public Involvement experience with the Virginia Department of Transportation (VDOT). Ms. Napier was the Program Manager for VDOT's Location and Design Division, Public Involvement Section and Special Studies Section. During her time at VDOT and McCormick Taylor, Ms. Napier has gained extensive experience in Preliminary Engineering, Location/Corridor Studies, Feasibility Studies and Public Involvement and Graphics. As the Public Involvement Section Manager, Ms. Napier was responsible for Public Hearing activities statewide. She provided guidance to assure compliance with both state and federal regulations related to public participation activities, managed the update of the Public Participation Manual and the presentation of this material in training sessions throughout the nine District Offices, and monitored Title VI requirements to ensure compliance in all Public Hearing actions.

Major location and feasibility projects Ms. Napier managed while at VDOT include:

- Route 460 Connector New Location Study in Southwest Virginia
- Route 501 Brookneal Bypass New Location Corridor Study
- Outer Connector New Location Corridor Study in the City of Fredericksburg, Stafford and Spotsylvania Counties (*with Baker as consultant, Susan Manes project manager*)
- Route 7, King Street, Intersection Improvement (*with Baker as consultant, Paul Prideaux PM*)
- Bryan Park Feasibility Study in City of Richmond (*with Baker as consultant, Paul Prideaux, PM*)

Ken Good

Years with **4Ward Planning:** <1

Role: Financial Planning and Analysis

Total Years: 1

Education: BS, Economics & Urban Studies, College of Charleston

Ken Good is an Analyst for 4ward Planning LLC. He has experience working in the public, private, and non-profit sectors within the fields of urban planning and sustainable economic development. Additionally, he studied urban development patterns in Bangkok, Thailand and Dubai, United Arab Emirates as an undergraduate student. His responsibilities for 4ward Planning include the collection and analysis of demographic, socioeconomic, real estate, and other data for projects related to land use planning and community development.

Socio-Economic & Real Estate Analysis: Using 4ward Planning's proprietary analytical tools for demographic, labor, industry, and real estate data, Ken examines and interprets quantitative outputs to present them in a practical, user-friendly format. Clients have included public sector institutions ranging from municipal planning departments to statewide transportation agencies.

Economic Development Analysis: With the Charleston Local Development Corporation, Ken examined the quantitative and qualitative impacts of small business loans on economic development, analyzing employment, changes in appraisal values, and assessed taxes, in addition to other relevant metrics. He also conducted a credit analysis to identify trends regarding delinquent loans to further improve loan and collateral criteria for small business lending applications.

Richard A. Robyak, P.E.

Years with **Baker**: 21

Role: Strategic Planning/Capital Investment Planning

Total Years: 25

Education: M.S., 1991, Civil Engineering, The Pennsylvania State University
B.S., 1987, Civil Engineering, The Pennsylvania State University

Licenses/Certifications: **Professional Engineer, Pennsylvania, 1994**

Mr. Robyak has attained a broad range of civil engineering experience in the areas of private/public consulting and research. He currently serves as the Office Principal for the Baker Harrisburg, PA and is responsible for managing a professional staff of 75. His project experience includes traffic/transportation studies, preliminary/final engineering, environmental permitting, hydrologic and hydraulic design, navigational studies, pavement engineering and management, GIS applications, construction inspection and management, and material testing.

GIS Data Development Services - Bus Route Geocoding, Newark, New Jersey. *New Jersey Transit Corporation.* Project Manager. Responsible for the on-call assignments regarding NJTransit's Bus GIS. Baker supplied GIS assistance to NJ Transit in the form of geocoding bus route patterns and bus stop locations in the four-state NJ Transit coverage area.

Historic Roadway Study, Statewide, New Jersey. *Kise Straw Kolodner.* Project Manager. Responsible for overseeing the development of a project specific GIS using Intergraph GeoMedia Software. The New Jersey Department of Transportation desired a geodatabase and maps series depicting historic roadways during different eras of highway development.

John A. Gasparine, LEED® AP

Years with **STV**: 3

Role: Strategic Planning/Capital Investment Planning

Total Years: 12

Education: B.A., 2001, Biological Sciences – Concentration in Environmental Sciences, Goucher College

Certifications: **LEED Accredited Professional (2007)**

Mr. Gasparine has more than 12 years of experience providing performance management, financial planning, data analysis, environmental planning, and sustainable solutions. His multidisciplinary background, combined with a comprehensive understanding of transportation system financing and a familiarity with federal regulations, lay a solid foundation for Mr. Gasparine to develop creative and analytical approaches addressing today's major transportation issues. He currently provides direct on-site support at Maryland Transit Administration (MTA) headquarters for MTA and Maryland Department of Transportation (MDOT) leadership, including management of federally mandated transportation planning requirements, project financing, legislative analysis, and operations policy development. Mr. Gasparine is well versed in recent legislation, such as the Moving Forward for Progress in the 21st Century (MAP-21), and has coordinated projects with many federal transportation agencies, including the Federal Transit Administration (FTA), Federal Highway Administration (FHWA), and Federal Railroad Administration (FRA).

MTA Transportation Planning. *Maryland Transportation Administration.* Program Manager. Assisting the MTA with fulfillment of federal and regional transportation planning requirements. Mr. Gasparine is directly responsible for developing the MTA section of the Statewide Transportation Improvement Program (STIP) and the six Metropolitan Planning Organization (MPO) Transportation Improvement Programs (TIPs) in Maryland.

MDOT/MTA Grants Management. *Maryland Department of Transportation/Maryland Transportation Administration.* Grant Administrator. Assisting the MDOT and MTA with direct management of American Recovery and Reinvestment Act of 2009 (ARRA) grants totaling more than \$118 million. Mr. Gasparine has developed proficiency in FTA's Transportation Electronic Award Management (TEAM) system, the FRA's award management system, quarterly milestone reports, Section 1512 reports, and annual Section 1201c reports.

MDOT/MTA Capital Programming. *Maryland Department of Transportation/Maryland Transportation Administration.* Capital Program Administrator. Assisting the MDOT and MTA with a variety of capital programming responsibilities, such as advanced cashflow analysis, federal aid programming, and specialized reporting. In this capacity, Mr. Gasparine tracks progress of 145 capital projects across Maryland, representing more than \$162 million in capital investment.

Andrew Batson, AICP

Years with **Baker**: 4

Role: Transit Operations & Planning

Total Years: 4

Education: M.U.R.P. / 2009 / Urban/Regional Planning
B.A. / 2008 / Political Science

Licenses/Certifications: **American Institute of Certified Planners, 2012**

Mr. Batson is a transit planner who has performed all phases of transit operational planning including route feasibility analysis, route productivity analysis, data collection, financial forecasting and stakeholder and public outreach. He also has worked extensively on transit grant-writing assignments.

Transit Agency Performance Review Process Development, Initiation, and Execution for Urban and Rural Systems. *PennDOT, Bureau of Public Transportation.* Transit Planner. Member of the project team that developed the Transit Performance Review process, including developing a process for collecting data and calculating transit agency performance metrics, developing on-site review guide, and continually improving the performance report format.

BPT Federal Grant Writing Assistance. *PennDOT, Bureau of Public Transportation.* Technical Lead. Under multiple work orders, responsible for drafting federal grant applications for various federal agencies specifically related to transportation and transit projects. Awards total more than \$81,000,000.

Feasibility Study for the Consolidation of Five Transit Agencies, Harrisburg, Pennsylvania. *PennDOT, Central Office.* Transit Planner. Responsible for assisting with the operational analysis for a detailed feasibility study for consolidation of five transit agencies in Northeast Pennsylvania.

Stephen M. Falbel

Years with **Foursquare ITP**: 2

Role: Operations Planning and Analysis

Total Years: 24

Education: M.P.P., Concentration in Transportation and Environmental Studies, Harvard University, John F. Kennedy School of Government, 1993
A.B., Philosophy and German Studies, magna cum laude, Harvard University, 1988

Short-Range Transit Service Planning:

- Mr. Falbel is serving as the Task Lead for the service planning components of the Maryland MTA Transit Network Effectiveness study, focusing on the MTA local bus routes.
- Mr. Falbel was the lead planner for the Fairfax County (VA) Transit Development Plan, and manages a five-year task order contract for Bus Operations Planning support for FCDOT, including a focus on improving the efficiency of schedules operated by Fairfax Connector and improving the internal staff capability for scheduling bus routes.

Bus Rapid Transit and Express Service:

- For CDTA in Albany, Mr. Falbel managed the BRT Conceptual Design Study and BRT Stations Preliminary Design contracts for the NY 5 Corridor between Albany and Schenectady (NY). The conceptual design study included bus rapid transit operational analysis, station conceptual design, and the development of roadway transit priority treatments. BusPlus service was implemented by CDTA in April 2011. In a subsequent study for CDTA, Mr. Falbel helped to design an expanded express bus network for the Albany region.

Database Software:

- Mr. Falbel created customized software to collect and process ridecheck data. This software was utilized for a 200% ridecheck conducted as part of Fairfax County's 2010 TDP.
- He recently installed this software at New Jersey Transit and at COGCNV in Waterbury, CT. This software is also used at CCTA in Burlington, VT.

John LobbYears with **Resource Systems Group**: 8**Role: Operational Planning & Analysis/Project Evaluation**

Total Years: 13

Education: M.S., 2001, Civil Engineering, Northwestern University
B.S., 1998, Civil Engineering, Duke University

Mr. Lobb is a Director at RSG, where he manages projects and helps lead a team responsible for long-range transportation forecasting. His specialty is in producing defensible forecasts for major transit and roadway investments. Over the course of his career, Mr. Lobb has developed an increasingly diverse and deep resume in transportation planning and research, focusing on the technical aspects of forecasting travel behavior and transportation system performance. Mr. Lobb has recently been integrally involved in producing forecasts for the Mountain View Corridor EIS in Utah, the I-81 Corridor Study in Syracuse, the West of the Hudson River AA in New York City, and investment grade toll studies in Miami (I-75) and Orlando (I-4).

Transit Cooperative Research Program Project H-37. *Transportation Research Board.* Served as principal investigator for the TRB and FTA-sponsored project TCRP H-37. Research involved identifying a comprehensive list of factors that influence transit ridership, measuring the relative effect of each attribute, and making recommendations to transit modelers on methods to improve transit forecasting capabilities.

Utah Transit Authority Modeling Support. *Utah Transit Authority.* For the Utah Transit Authority, Mr. Lobb has led or been involved in the forecasting for every major transit investment study in Utah since 2001. Led the forecasting effort for the recently opened FrontRunner commuter rail line, and most recently supported UTA's efforts to build a cost-effective light rail extension into Draper, UT. Mr. Lobb was one of the first people in the United States to link a mode choice model with FTA's Summit software.

William (Bill) W. Thomas III, CPMYears with **Baker**: 16**Role: Operations Planning and Analysis**

Total Years: 26

Education: B.S., 1985, Engineering/Mathematics, University of Maryland, College Park Campus
M.S Certificate, 2008, Project Management, Univ. of Pittsburgh, Katz Graduate School of Business**Licenses/Certifications:** **Certified Project Manager, 2008**

Mr. Thomas leads the transportation planning group responsible for demand model development and associated transportation system analysis. His areas of specialization include travel demand modeling as applied to area wide transportation planning, both as an instructor and a practitioner.

Corridor Cities Transitway New Start, Shady Grove to Clarksburg, Montgomery County, Maryland. *Maryland Transit Administration.* Project Manager. Responsible for guiding the development of a forecasting tool used for alternatives analysis in the I-270 Corridor. Alternatives consisted of highway improvements and transit service modifications/additions, including a fixed guideway to support light-rail or a busway. Developed alternative screening criteria to aid in selection of a locally preferred alternative. Also produced information in support of New Starts application for guideway, including development of baseline alternative(s) and quantifying guideway benefits. Methods/software used in the project featured a new analysis tool developed by MWCOG/Wmata and FTA's SUMMIT.

Mode Choice Model Conversion, Statewide, Virginia. *Virginia Department of Transportation.* Technical Advisor. Responsible for providing travel forecasting assistance. Baker provided technical assistance to VDOT to update the mode choice component of two regional travel demand models (Richmond and Hampton Roads). The model component was converted from Fortran to TP+ and the process was standardized for use across the state.

Prince William County Mass Transit Plan, Prince William, Virginia. *Prince William, County of.* Task Manager. Responsibilities included serving as technical advisor and ensuring quality assurance/quality control with respect to travel demand forecasts. The project combined the recently-completed mass transit plans by Virginia Rail Express and Potomac-Rappahannock Transit Commission with analysis of land use and transportation markets that indicate support for additional transit and/or travel demand management services.

Frank Curti, AICP

Years with Baker: 1

Role: Project Evaluation, Transit Operations & Planning

Total Years: 17

Education: M.C.P., 1996, City Planning, Georgia College and State University
B.S., 1991, Industrial Technology Education, Berry College

Licenses/Certifications: American Institute of Certified Planners, 2000

Mr. Curti is a senior planner with experience in land-use, MPO, and transit projects. As the senior transportation planner with the GRATS MPO in Greenville, South Carolina, Mr. Curti was responsible for reviewing traffic impact analyses, TIP updates, and updating the long-range transportation plan for the third largest MPO in the State. Mr. Curti went on to work as the Director of Planning and Development for the Greenville Transit Authority where he was responsible for all facets of transit grant management, in addition to work in route planning, civil rights, DBE, and transit financing. As a consultant, Mr. Curti has managed and led planning efforts including reviewing existing transit services and determining the feasibility of new or additional transit service.

CT Busway Program Oversight. *Connecticut Department of Transportation.* Task Manager/Transit Planner. The Connecticut Department of Transportation contract for the BRT project recently included the operational planning for the various services that will utilize the constructed busway. Since joining the Baker team, involved in the development of ITS options for the buses and stations along the busway.

Spartanburg County Transit Vision and Master Plan, Spartanburg, South Carolina. Project Manager and Lead Planner. In order to gain more insight into the future transportation needs of the community, the SPATS MPO commissioned a study to develop the transit vision and master plan for Spartanburg County. The plan involved developing immediate, mid-term and long-term recommendations to improve the existing transit systems. Mr. Curti served as the Project Manager and lead Transit Planner throughout the study.

David L. Miller, PTP

Years Foursquare ITP: 2

Role: Project Evaluation

Total Years: 13

Education: B.A Geography, University of Washington

Certifications: Professional Transportation Planner

David Miller is a Project Manager, Senior Transportation Planner, and certified Professional Transportation Planner (PTP) with 13 years of experience in transportation planning, traffic engineering, and intelligent transportation systems. Since joining Foursquare ITP David has worked on a wide variety of transit planning projects ranging from transit development plans, station access studies, the development of new or expanded transit services, and transit performance monitoring. Prior to joining Foursquare ITP David's work was focused on large transportation impact analysis projects and large multimodal investment studies involving local, regional, state, and federal agencies. David specializes in developing both short and long range multimodal transportation solutions through effective stakeholder outreach and inter-agency coordination that include public transportation as well as local, regional, and inter-regional roadway infrastructure solutions.

Southampton County/City of Franklin Transit Development Plan. *Virginia DRPT.* Developed a six-year transit development plan for this rural and exurban area that is currently served by several fixed routes and demand responsive service. Outlined service goals and objectives, detailed analysis of historical performance, numerous potential new service concepts, analysis of potential service providers, funding analysis, capital and operating plans, a detailed year-by-year financial plan, and monitoring plan for yearly reporting. Coordinated with local agencies, service providers, and stakeholders to develop recommendations for new service and service enhancements. Facilitated several stakeholder workshops to evaluate existing service and identify community needs and potential service improvements and new service concepts. Identified a phased-approach to implementing recommendations that provides sufficient time to implement short-term improvements, track cost savings, improve coordination and reporting to local jurisdictions, and seek out new funding sources.

Dan Hardy, P.E., PTPYears with **Renaissance Planning Group**: 2**Role: Project Evaluation Support and Strategic Planning Support**

Total Years: 25

Education: M.S., 1988, Civil Engineering, Michigan State University
B.S., 1986, Civil Engineering, Michigan State University**Certifications:** **Professional Engineer (1997), Commonwealth of Virginia; Maryland Professional Transportation Planner**

Mr. Hardy is a principal with Renaissance Planning Group and has experience in developing transportation solutions that balance transportation and land use options to optimize multimodal travel demand and transportation network services in congested communities.

Prior to joining Renaissance, Dan served as the Transportation Planning Chief for the Montgomery County Planning Department. Dan managed a 15-person Transportation Planning Division responsible for transportation elements of Countywide growth policies, master plans, and development review cases in a rapidly growing County of nearly one million residents with high expectations for involvement in decision making. His expertise includes both developing and applying growth management policies and practices. Relevant projects include:

White Flint Sector Plan, Montgomery County, MD. *Montgomery County Planning Department.* Transportation Analysis Lead. The White Flint Sector Plan is a 430-acre activity center oriented toward the White Flint Metrorail Station. The White Flint Sector Plan was the first area plan to implement the County's new CR (commercial-residential) zone with the objective to spur redevelopment of auto-oriented uses along Rockville Pike (MD 355). The Plan's implementation process includes replacing site-specific traffic impact studies with an alternative review procedure that includes a special taxing district and a three-tiered staging plan that requires phased implementation of a robust local street network, reconstruction of MD 355 to incorporate bus priority treatments, and an areawide transportation monitoring program that measures progress toward commute mode share goals. Dan led the development of the transportation analysis for the Sector Plan and the related adequate public facility ordinance revisions to the County's biennial growth policy efforts.

Whit Blanton, AICPYears with **Renaissance Planning Group**: 14**Role: Project Evaluation Support and Training Support**

Total Years: 25

Education: M.S., 1988, Urban and Regional Planning, Florida State University
B.A., 1986, Journalism, University of Florida**Certifications:** **American Institute of Certified Planners (1993)**

Mr. Blanton is a founding principal of the firm and its vice president. He leads the transportation policy and communications strategic focus areas within Renaissance, and serves as project manager for the firm's largest, most politically challenging and visible projects. He is a nationally recognized expert in multimodal planning and development, performance measurement, regional governance and project financing. Tapping into his journalism background, he brings the unique skill of storytelling to projects, with a focus on translating complex technical issues into understandable policy considerations for elected officials, agency staff, the media and the public. He is an elected member of the American Planning Association's Board of Directors, and serves as vice chair of APA's Legislative & Policy Committee.

Census Transportation Planning Package Applications Workshop, Washington, DC. *Federal Highway Administration.* Whit developed and served as lead instructor for a Census Transportation Planning Package Applications workshop in more than 30 locations nationwide.

NC 54/I-40 Corridor Study, Durham-Chapel Hill-Carrboro MPO, North Carolina. Project Manager. Whit was the project manager for a scenario planning study led by the Durham-Chapel Hill-Carrboro MPO to define a land use-transportation blueprint for the NC 54 corridor that links I-40 with the University of North Carolina.

Regional Long Range Transportation Plan (LRTP), West Central Florida. *MPO Chairs' Coordinating Committee (CCC).* Project Manager. This LRTP entailed significant coordination, consensus building and technical activities needed to convey regional priorities among six MPOs. His related work for the CCC includes assisting with various transit initiatives, workshop facilitation, public outreach and mapping.

Brian Dwyer

Years with **STV**: 2

Role: Safety and Security

Total Years: 22

Education: M.S., 1997, Public Administration, Suffolk University
B.A., 1990, History, Bridgewater State College

Mr. Dwyer has more than 22 years of experience serving in a variety of challenging leadership roles in the rail industry. During his career with the Massachusetts Bay Transportation Authority (MBTA), he was promoted to increasing levels of responsibility culminating in his appointment to Director of Light Rail Operations. In this position, he was responsible for delivering safe and reliable operation to riders of the Green Line, the country's largest light rail system based on passenger counts. Mr. Dwyer also served as the primary editor of the agency's Rail System Safety Program that outlines policies and procedures for operating and maintaining light and heavy rail, commuter rail, bus operations, bus rapid transit, commuter boat, and paratransit services. At STV, Mr. Dwyer utilizes his management skills to provide operation and maintenance oversight for major rail initiatives throughout North America.

MDOT Light Rail Operations Technical Support. *Maryland Department of Transportation.* Project Manager. Assisting the Maryland Department of Transportation (MDOT) in standardizing and improving the Maryland Transit Administration (MTA)'s light rail operations. Mr. Dwyer has developed a training program and is administering it for MTA management and staff in Maryland following a series of derailments and switch run-throughs.

Former Director of Light Rail Operations. *Massachusetts Bay Transportation Authority.* Responsible for overseeing the safe and reliable operation of the most heavily used light rail service in the country. Mr. Dwyer's responsibilities included oversight of the Green Line, which is the MBTA's main light rail service area with four branches that converge into a central subway. The Green Line makes more than 700 trips per day and serves more than 250,000 customers.

Massachusetts Bay Transportation Authority - Former Acting Director of System Safety. Served as the primary safety officer for the MBTA, which is the fifth largest transit agency in the country. In this position, Mr. Dwyer served as the primary editor of the agency's Rail System Safety Program Plan that is required by the Federal Transit Administration under Code of Federal Regulations Part 659.

William A. Pitard, PSP, BSCP, CCO, VSO, CPTED, PFSO

Years with **STV**: 1

Role: Safety and Security

Total Years: 32

Education: A.S., 1990, General Studies, City University of Seattle
Certifications: **Certified Confidentiality Officer (CCO) (2008),**
Building Security Certified Professional (BSCP) (2007)

Mr. Pitard has more than 32 years of security experience, including nine years in transportation security in which he assessed numerous transportation and infrastructure assets and recommended ways to improve their security. He served as a physical security specialist for the Naval Criminal Investigative Service, which entailed completing more than 100 risk assessments, security surveys, and inspections for U.S. Navy facilities and assets worldwide. Mr. Pitard identified physical security issues, developed crime prevention programs, and recommended protective countermeasures. He holds a variety of security-related certifications, including Physical Security Professional (PSP), Building Security Certified Professional (BSCP), Certified Confidentiality Officer (CCO), Vessel Security Officer (VSO), and Crime Prevention Through Environmental Design (CPTED).

ARTIC Threat and Vulnerability Assessment, Ahameim, California. *Anaheim Regional Transportation Intermodal Center.* Project Manager. Developed a threat and vulnerability assessment for the Anaheim Regional Transportation Intermodal Center (ARTIC) in Anaheim, CA, which included identifying and prioritizing critical transit assets and determining potential threat scenarios.

LACMTA Threat and Vulnerability Assessment, Los Angeles, California. *Los Angeles County Metropolitan Transit Authority.* Project Manager. Developed a threat and vulnerability assessment for the Los Angeles County Metropolitan Transit Authority (LACMTA), which included identifying and prioritizing critical transit assets and determining potential threat scenarios.

Alan H. Castaline, PE

Years **Foursquare ITP**: N/A - Consultant

Role: Short-Range Plan and Program Development

Years with Other Firms: 31

Education: M.B.A. Business, Boston College, Carroll School of Management.
M.S. Civil Engineering, Transportation Systems Concentration, Massachusetts Institute of Technology.
B.S. Civil Engineering, Northeastern University

Certifications: **Professional Engineer**

Mr. Castaline has more than 32 years of multi-modal transit operations, service planning and scheduling management experience serving as a senior manager for 20 years at the MBTA, including five years as the Deputy Chief Operating Officer. Among his direct transit management background he has had extensive experience in service and operations planning with associated community participation, which included among numerous efforts the completion of 10 Corridor CSA's, the design and implementation of the MBTA limited stop cross-town and Silver Line bus service plans and the development the initial concepts for the agency's Key Route services. In addition, Mr. Castaline had directed efforts to enhance transit scheduling systems, to coordinate ITS development and design, to support labor discussions to improve productivity in scheduling work rules and practices, and to develop service and fare policies, serving as the agency's Fare Policy chair with responsibilities to guide the implementation of fare structure changes.

Over the past five years as a Consultant to the transit industry, Mr. Castaline has applied his operations knowledge and expertise assisting small and large transit operators. Mr. Castaline served as the project manager for several service analyses including the Comprehensive Service Analysis for the Greater Attleboro Taunton (MA) Regional Transit Authority (GATRA) and the Ocean Ride Fixed Route Assessment for Ocean County (NJ) DOT. The GATRA project also included implementation planning and scheduling assistance. Mr. Castaline played a key role in the Transit Development Plan for the Fairfax County (VA) DOT responsible for the analyses and service recommendations for the South County service area.

John F. Mullen, AICP

Years with **McCormick Taylor, Inc.**: 15

Role: Public Participation/ Training

Total Years: 16

Education: B.L.S., Communications, Political Science & Marketing, Iowa State University, 1997

Certifications: **American Institute of Certified Planners (AICP), License Number: 019806**
New Jersey Professional Planner (NJPP), License Number: 33LI00607300

Mr. Mullen has extensive experience in managing multimodal transportation planning and public involvement programs for both small and large-scale capital improvement projects. He participates in all aspects of the project development process, including project scoping, preliminary engineering and final design. He is well-versed in transportation planning tools and techniques, and incorporates land use planning, transit planning, roadway design and environmental best practices into all projects. Mr. Mullen is an instructor for the National Transit Institute's (NTI) Transportation and Land Use Course, and he promotes sound, practical and sustainable multimodal transportation solutions to communities around the country.

SEPTA Norristown High Speed Line Extension (NHSL) Project, Philadelphia, Delaware and Montgomery Counties, PA: Mr. Mullen is the Project Manager for the Norristown High Speed Line Extension Alternatives Analysis/Draft Environmental Impact Statement (AA/DEIS) public outreach program. Known locally as the "King of Prussia Rail Project," the project proposes to extend the Norristown High Speed Rail Line to various destinations within the King of Prussia area. As part of this effort, Mr. Mullen leads the development and implementation of a robust public outreach strategy that informs the public about the project, gauges public opinion, and integrates public feedback into the AA/DEIS.

NJ Transit Statewide "Corridor Planning" Task Order Contracts Program, State of New Jersey: Mr. Mullen is the Deputy Project Manager for NJ Transit's statewide "Corridor Planning" Task Order Contract (TOC). The contract includes the assessment of transit suitability in a variety of local or regional "corridors" that will continue to be a key function of the Capital Planning Department. These assessments consider a wide range of issues including land use, demographics, existing travel patterns, local planning and zoning, transit modes and environmental impacts.

Kate Ange, AICP
Role: Training Lead

Years with **Renaissance Planning Group**: 9
Total Years: 16

Education: M.S., 2001, Urban Planning and Environmental Design, University of Virginia
B.A., 1995, Environmental Studies, Rollins College

Certifications: **American Institute of Certified Planners (2002), Commonwealth of Virginia & Florida**

Ms. Ange is a principal with Renaissance Planning Group and serves as practice leader for the firm's Washington, DC area office. Her experience includes visioning and scenario planning, transportation planning, transit oriented development, corridor studies, urban design, park planning, feasibility studies and public involvement. Kate excels in persuasive communications and effectively framing planning issues to help elected officials, stakeholders and the public clearly understand tradeoffs associated with differing policy decisions. She has worked at the local, regional and statewide scales to advance integrated approaches to land use, urban design and transportation in support of community livability and sustainability goals. The following provides a sampling of her diverse project experiences.

Transit Oriented Development Training Course, Washington, DC. *National Transit Institute*, Co-Instructor and Course Developer. Kate serves as a co-instructor and course developer for the TOD training course offered by the National Transit Institute. The class is targeted to transit agency professionals and other community stakeholders to address step-by-step processes to optimize urban design, economic development and community livability considerations associated with transit investments and station area planning. The two-day session targets practitioners and others involved in transportation planning, project development, and project implementation as well as land use planning.

Transit Network Study, Fairfax, VA. Fairfax County Department of Transportation. Public Outreach Lead. Renaissance Planning Group is conducting a countywide transit network study to determine the type of transit systems needed to accommodate desired economic growth throughout the County over the next several decades. The study includes developing recommendations for the location of the Metrorail extension, streetcar or light-rail systems, and dedicated lanes for bus rapid transit systems or treatments. The study also includes recommendations on how the system can be phased and funded over time, identifying trigger points in corridor evolution that support increased transit investment. Kate is supporting the project as a local principal in charge and is engaged in leading public outreach efforts.

Carlos Ortiz, PE, TE, PTOE
Role: Technology/ITS

Years with **Baker**: 21
Total Years: 23

Education: B.S., 1989, Civil Engineering, California State Polytechnic University, Pomona

Licenses/Certifications: **Professional Traffic Operations Engineer, 1999**
Professional Engineer - Civil, Arizona, 1999
Professional Engineer - Civil, California, 1997
Traffic Engineer, California, 1999

Mr. Ortiz manages the traffic engineering aspects for Baker's transportation projects. Mr. Ortiz's professional experience includes the design of site and grading improvements, street improvements, intelligent transportation systems, traffic signals, traffic signal communication systems (twisted pair, fiber optic, wireless), lighting, ramp metering systems, traffic monitoring systems, dynamic message sign systems, stage construction/traffic handling, and signing and striping. Mr. Ortiz is also experienced in intelligent transportation systems master plans, intersection realignment studies, traffic impact studies, sight distance analysis studies, speed limit studies, left turn storage studies, traffic warrant studies, and stop sign warrant studies for government and private development projects.

Orange County Transportation Authority (OCTA) Bus Rapid Transit (BRT), Program Management - Planning Services, California, Orange County, California. *Jacobs Carter Burgess*. Project Manager. This is the County's first Bus Rapid Transit (BRT) project that consists of three corridors (approximately 70 miles) throughout fourteen (14) agencies/jurisdictions.

C. References

A list of references to include name, address, telephone number, email address, project, and dollar amount of project. *Specific Proposal Requirements, ¶ 9, “Tab 2 Experience and Qualifications, C.” (pg. 8 of the RFP)*

Table 3 – Firm References

LIST OF REFERENCES				
NAME	ADDRESS	TELEPHONE NUMBER & EMAIL ADDRESS	PROJECT	PROJECT COSTS (IN THOUSANDS)
Michael Baker Jr., Inc.				
Amy Inman, Manager of Transit Planning	Virginia Department of Rail and Public Transportation 600 East Main Street, Suite 2102 Richmond, VA 23219	804-225-3207 amy.inman@drpt.virginia.gov	Broad Street Corridor Bus Rapid Transit System Planning, Richmond, Virginia	\$457 (Fee)
Toby Fauver, Director, Bureau of Public Transportation	Pennsylvania Department of Transportation, Central Office - Bureau of Public Transportation 400 North Street, 8th Floor Harrisburg, PA 17120	717-787-3921 tfauver@pa.gov	Planning, Engineering, and Construction Management Services for the Keystone Corridor Improvement Program, Harrisburg to Philadelphia, Pennsylvania	\$3,288 (Fee)
Kathy Graham, Project Manager	Virginia Department of Transportation 1401 East Broad Street Transportation and Mobility Planning Division Richmond, VA 23219	804-786-4198 Katherine.graham@vdot.virginia.gov	VDOT Multimodal On Call Projects, Statewide, Virginia	\$1,942 (Fee)
Dironna Belton, Lead Planner	Office of Intermodal Planning and Investment 600 East Main Street, Suite 2101 Richmond, VA 23219	804-786-0448 Dironna.belton@governor.virginia.gov	OIPI Multimodal On Call Projects, Statewide, Virginia	\$1,363 (Fee)
Jeff Rodgers, Consultant Services Program Manager	Virginia Department of Transportation 1401 East Broad Street Richmond, VA 23219	804-371-6785 Jeff.rodgers@vdot.virginia.gov	Virginia Department of Transportation (VDOT) Environmental On-Call: Years 2008 to 2011, Statewide, Virginia	\$1,258 (Fee)

LIST OF REFERENCES				
NAME	ADDRESS	TELEPHONE NUMBER & EMAIL ADDRESS	PROJECT	PROJECT COSTS (IN THOUSANDS)
Nancy Gourley, Chief, Transit & Commuter Services	Loudoun County Office of Transportation Services 1 Harrison Street, S.E. Leesburg, VA 20175	703-737-8384 nancy.gourley@loudoun.gov	Loudoun Countywide Transit Plan Loudoun County, Virginia	\$280 (Fee)
Joyce Braverman, Director of the Planning and Development Department	City of Shaker Heights 33400 Lee Road Shaker Heights, OH 44120	216-491-1430 joyce.braverman@shakeronline.com	Shaker Intermodal Transit Center	\$30 (Fee)
John Lynch, PE, Regional Transportation Program Director, VDOT, Virginia Megaprojects	Virginia Department of Transportation 6363 Walker Lane, Suite 500 Alexandria, VA 22310	571-483-2600 john.lynch@vdot.virginia.gov	Mega Projects General Engineering Consulting Services, Northern Virginia	\$2,411 (Fee)
STV Incorporated				
Rich Dalton, Director of Rail Equipment and Services	Virginia Railway Express 1500 King Street, Suite 202 Alexandria, VA 22314	703-684-1001 rdalton@vre.org	Long Range Life Cycle Maintenance Action Plan, VA	\$240 (Fee)
Steve Del Giudice, Transit Bureau Chief	Arlington County 2100 Clarendon Boulevard, #1 Courthouse Plaza, Suite 900 Arlington, VA 22201	703-228-0597 sdelgiudice@arlingtonva.us	Arlington County Rosslyn Multimodal Transportation Plan, Arlington, VA	\$51 (Fee)
Michael Madden, Project Manager	Maryland Transit Administration 6 St. Paul Street Baltimore, MD 21202	410-767-3694 MMadden@mta.maryland.gov	Maryland Transit Authority Purple Line Corridor Study, Montgomery and Prince George counties, MD	\$3,233 (Fee)
John Muth, Deputy Director	Charlotte Area Transit System (CATS) 600 E. 4 th Street Charlotte, NC 28202	704-336-7245 jmuth@ci.charlotte.nc.us	CATS LYNX Blue Line Extension Light Rail Project, Charlotte, NC	\$74,000 (Fee)

LIST OF REFERENCES				
NAME	ADDRESS	TELEPHONE NUMBER & EMAIL ADDRESS	PROJECT	PROJECT COSTS (IN THOUSANDS)
Renaissance Planning Group				
Amy Inman, Manager of Transit Planning	Virginia Department of Rail and Public Transportation 600 East Main Street, Suite 2102 Richmond, VA 23219	804-225-3207 amy.inman@drpt.virginia.gov	Multimodal and Public Space Design Guidelines	\$500 (Fee)
Charles Rasnick, Program Manager	Virginia Department of Transportation Transportation and Mobility Planning Division 1401 East Broad Street First Floor Annex Building Richmond, VA 23219	804-225-3710 Charles.Rasnick@VDOT.Virginia.gov	US-Route 29 Corridor Plan	\$193 (Fee)
McCormick Taylor				
Byron Comati, Director of Long Range Planning	Southeastern Pennsylvania Transportation Authority 1234 Market Street, 11 th Floor Philadelphia, PA 191071234	215-580-3781 bcomati@septa.org	Norristown High Speed Line Public Outreach Program for AA/Draft EIS <i>Montgomery County, PA</i>	Approx \$180 (Fee)
John Newton, Manager, Environmental Planning	Maryland Transit Administration 6 St Paul Street Baltimore, MD 21202	410- 767-3769 jnewton@mta.maryland.gov	On Call Project Planning, Environmental and Preliminary Design Services	Original Value \$6,000
Resource Systems Group				
James Ryan, Senior Community Planner	FTA, 1200 New Jersey Avenue, SE Washington, DC 20590	202-366-0954 James.ryan@dot.gov	Simplified Trips on Project Software	\$450
G.J. LaBonty Transportation Planning Manager	Utah Transit Authority 669 West 200 South Salt Lake City, UT 84101	801-237-1903 glabonty@rideuta.com	UTA Travel Modeling Support / Draper Light Rail EIS	\$225

LIST OF REFERENCES				
NAME	ADDRESS	TELEPHONE NUMBER & EMAIL ADDRESS	PROJECT	PROJECT COSTS (IN THOUSANDS)
Donna Anderson, Division Manager, Budget, Performance & Business Analysis	RTA Chicago 175 W. Jackson Blvd. Chicago, IL 60604	312-913-2016 andersond@rtachicago.org	RTA Customer Satisfaction Study	\$526
Tom Marchwinski, Director Modeling and Forecasting	NJ TRANSIT One Penn Plaza East Newark, NJ 07105	973-491-7751 tmarchwinski@njtransit.com	NJ TRANSIT BRT Focus Groups and Maxdiff	\$160
Foursquare Integrated Transportation Planning, Inc.				
Ray Amoruso, Director of Planning and Development	Hampton Roads Transit 509 E. 18 th Street, Building 4 Norfolk, VA 23504	757-222-6000 ramoruso@hrtransit.org	HRT Transit Development Plan, 2011 HRT Transit Development Plan Update, 2012 HRT Capital Improvement Program, 2012	\$175 (fee – total)
Chris Hamilton, Commuter Services Chief	Arlington County Dept of Environmental Services Transportation Division 2100 Clarendon Blvd, Suite 900 Arlington, VA 22201	703-228-3725 chamilton@arlingtonva.us	Arlington County Commuter Services TDM Plan, FY 2011, 2012, and 2014 ACCS Performance Measurement Report Arlington County Capital Bikeshare TDP	\$97 (fee – total for TDM plans) \$45 (fee) \$125 (fee)
Eric Randall, Project Manager	Metropolitan Washington Council of Governments 777 North Capitol Street, NE Washington, DC 20002	202-962-3254 erandall@mwcoq.org	Multimodal Hot Spots Analysis for Bus Priority TIGER Grant Management TIGER Grant Performance Monitoring	\$40 (fee) \$525 (fee) \$170 (fee)
Wendy Jia, Manager of Capital and Systems Analysis	Washington Metropolitan Area Transit Authority 600 Fifth Street, NW Washington, DC 20001	202-962-6474 wjia@wmata.com	Metrobus Market Effectiveness Study	\$57
4Ward Planning				
Toby Fauver, Dep. Secretary of Transportation	Pennsylvania Department of Transportation Keystone Building, 400 North Street Harrisburg, PA 17120	717-787-3921 tfauver@pa.gov	PennDOT Surface Transportation Infrastructure Economic Impact Analysis Pennsylvania Turnpike Capital Impact Analysis	\$54,000 (Fee) \$68,500 (Fee)

LIST OF REFERENCES				
NAME	ADDRESS	TELEPHONE NUMBER & EMAIL ADDRESS	PROJECT	PROJECT COSTS (IN THOUSANDS)
Tom Klevan, Transportation Planner	Southwestern Pennsylvania Commission 425 6th Avenue, Ste. 2500, Pittsburgh, PA 15219	412-391-5590 tklevan@spreregion.org	Pittsburgh West Busway Transit Oriented Development Plan	\$16,000 (Fee)
Juliet Burdelski, TOD Pilot Grant-Project manager	City of Meriden 142 East Main Street, Meriden, CT 06450	860-876-0053 jburdelski@meridenct.gov	Meriden TOD Market Analysis	\$110,000 (Fee)
Twaddell Associates				
Amy Inman, Manager of Transit Planning	Virginia Department of Rail and Public Transportation 600 East Main Street, Suite 2102 Richmond, VA 23219	804-225-3207 amy.inman@drpt.virginia.gov	VTrans2035 and VSTP; Multimodal & Public Space Design Guidelines	\$60 (Fee)
Katherine A. Graham Project Manager	Virginia Department of Transportation 1401 E. Broad Street Richmond, VA 23219	804-786-4198 Katherine.graham@vdot.virginia.gov	VTrans2035 & VSTP; Richmond Road Multimodal Study	\$125 (Fee)

D. Certificate of Insurance

A Certificate of Insurance with at least the minimum amount of coverage cited in the Insurance clause in Attachment A - Required General Terms and Conditions of the RFP. Specific Proposal Requirements, ¶ 10, “Tab 2 Experience and Qualifications, D.” (pg. 8 of the RFP)

The following pages contain Baker’s current Certificates of Insurance.

**VIRGINIA DEPARTMENT OF MINORITY BUSINESS ENTERPRISE
(DMBE) SMALL BUSINESSES, WOMEN-OWNED BUSINESSES, AND
MINORITY-OWNED BUSINESSES (SWAM) PARTICIPATION**



DMBE/SWAM Participation

DRPT

Baker

3. Virginia Department of Minority Business Enterprise (DMBE) Small Business, Women-Owned Businesses, and Minority-Owned Businesses (SWAM) Participation

The Offeror shall indicate the percentage of DMBE SWAM participation and specify the types of work to be performed by DMBE SWAM subcontractors. In order to be considered for the selection of this RFP, the Offeror must include Attachment C – Small Business Subcontracting Plan in each copy of the proposal. Specific Proposal Requirements, ¶ 1, “Tab 3 Virginia Department of Minority Business Enterprise (DMBE) Small Business, Women-Owned Businesses, and Minority-Owned Businesses (SWaM) Participation” (pg. 9 of the RFP); Attachment C, Section B (pg. 29 of the RFP)

The table below from Attachment C, Section B is based upon the assumed fee of \$5 million in the initial contract period.

Section B

Populate the table below to show the firm's plans for utilization of DMBE-certified small businesses in the performance of this contract. This shall include DMBE-certified women-owned and DMBE-certified minority-owned businesses that meet the small business definition and have received the DMBE small business certification. Include plans to utilize small businesses as part of joint ventures, partnerships, subcontractors, suppliers, etc.

B. Plans for Utilization of DMBE-Certified Small Businesses for this Procurement

Small Business Name & Address DMBE Certificate #	Status if Small Business is also: Women (W), Minority (M)	Contact Person, Telephone & Email	Type of Goods and/or Services	Planned Involvement During Initial Period of the Contract	Planned Contract Dollars During Initial Period of the Contract
Foursquare Integrated Transportation Planning 51 Monroe St, Ste. 1103 Rockville, MD 20840 Virginia DMBE #: 653489	Woman-owned	Lora Byala, President Office: 301-774-4566 x401 Mobile: 301-404-4921 Email: lbyala@foursquareitp.com	Foursquare ITP is a transportation planning firm focused on many aspects of public transportation and TDM.	10%	\$500,000
Twaddell Associates, LLC 455 Second St SE, Ste. 300, Charlottesville, VA 22902 Virginia DMBE #: 700838	Woman-owned	Hannah Twaddell, President Office: 434-270-8907; Mobile: 434-981-8330; Email: hannah@twaddellassociates.com	Twaddell Associates specializes in planning, community engagement, and education.	5%	\$250,000
Totals \$				15%	\$750,000



CONTACT PERSON



DRPT

Baker

Contact Person

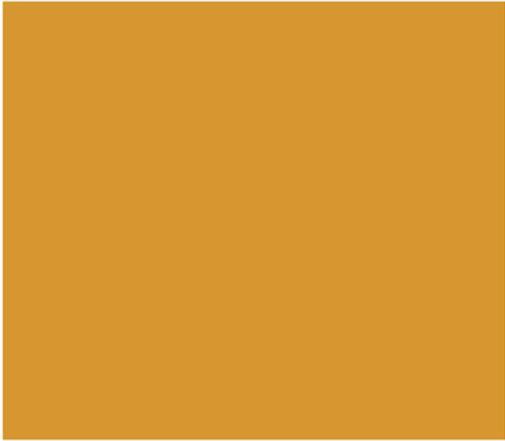
4. Contact Person

The primary Offeror must identify the name, telephone number and e-mail address for the contact person who will be responsible for coordinating the efforts and personnel of all parties and/or sub-Consultants involved in the proposal. Specific Proposal Requirements, ¶ 6, “Tab 4 Contact Person” (pg. 9 of the RFP)

Ms. Lorna Parkins, AICP, Assistant Vice President, has been identified as Baker’s designated contact person for coordinating efforts and personnel of all parties and/or subcontractors involved in the proposal. She is also the proposed Project Manager for this DRPT contract and is located in Baker’s Richmond, VA office. Her contact information is provided below.

Contact Name: Lorna Parkins, Assistant Vice President
Telephone Number: 804-287-3176
E-mail Address: lparkins@mbakercorp.com

STAFFING AND PRICING PLAN



Baker

5. Staffing Plan – Redacted Version

Offerors shall identify all staff positions by person and actual hourly rates (base rate, overhead and profit listed separately along with the total rate) in Attachment D – Price Schedule for the 12 potential services described in the Statement of Needs, and listed pursuant to Tab 2 to be fully loaded with all direct salaries and general overhead. Final pricing/rates will be addressed in the negotiation phase. Transportation costs, travel, and per diem rates must not be included in determining the fixed billable hourly rates. Proposals must provide for a diversity of team members and hourly rates, given the varied nature of the potential work assignments under this contract. *Specific Proposal Requirements, ¶ 7, “Tab 5 Staffing and Pricing Plan” (pg. 9 of the RFP)*

In the tables that follow, the staffing plan is shown for our team’s labor categories, presented according to the table in Attachment D. As requested, we have included the direct average hourly rate, our most recent audited overhead rate, and a profit calculation. Please note that we have not included any escalation at this time. We understand that rates are negotiated as part of the overall selection process.

DRPT On-Call Services - Fixed Hourly Billable Rates by Classification

Michael Baker Jr., Inc.

	a	b	c	d
	Direct	Overhead	Net	Fixed
CLASSIFICATION	Average	Rate	Fee	Rate
	Hourly Rate	(b x OH%)	(a+b) x 10%	(a+b+c)
Project Manager				\$ 203.83
Technical Manager III				\$ 286.33
Technical Manager II				\$ 199.39
Technical Manager I				\$ 172.30
Environmental Specialist				\$ 134.37
Planner/Engineer II				\$ 135.87
Planner/Engineer I				\$ 112.95
Associate Planner/Engineer				\$ 82.53
Graphics Specialist				\$ 74.93
Administrative Assistant				\$ 53.94

Overhead Rate: 167.12%

McCormick Taylor

	a	b	c	d
	Direct	Overhead	Net	Fixed
CLASSIFICATION	Average	Rate	Fee	Rate
	Hourly Rate	(a x OH%)	(a+b) x 10%	(a+b+c)
Project Manager				\$ 258.61
Technical Manager III				\$ 194.33
Technical Manager II				\$ 139.52
Technical Manager I				\$ 156.33
Planner/Engineer III				\$ 121.80
Planner/Engineer II				\$ 102.57
Planner/Engineer I				\$ 81.08
Associate Planner/Engineer				\$ 51.12

Overhead Rate: 161.22%

STV., Inc.

		d
CLASSIFICATION	See Personnel Table for Direct and Overhead Rates. Includes 10% Net Fee.	Fixed Rate
Project Manager		\$ 137.21
Technical Manager III		\$ 219.14
Technical Manager II		\$ 160.14
Technical Manager I		\$ 120.28
Environmental Specialist		\$ 156.51
Planner/Engineer II		\$ 98.13
Planner/Engineer I		\$ 79.97
Graphics Specialist		\$ 63.22
Administrative Assistant		\$ 67.76

Overhead Rate: Varies, see Personnel table

Resource Systems Group, Inc.

	a	b	c	d
	Direct	Overhead	Net	Fixed
CLASSIFICATION	Average	Rate	Fee	Rate
	Hourly Rate	(b x OH%)	(a+b) x 10%	(a+b+c)
Technical Manager III				\$ 306.30
Technical Manager II				\$ 195.77
Technical Manager I				\$ 169.11
Planner/Engineer II				\$ 136.60
Planner/Engineer I				\$ 109.88

Overhead Rate: 178.31%

Renaissance Planning Group

	a	b	c	d
	Direct	Overhead	Net	Fixed
CLASSIFICATION	Average	Rate	Fee	Rate
	Hourly Rate	(b x OH%)	(a+b) x 10%	(a+b+c)
Project Manager				\$ 179.09
Technical Manager III				\$ 246.80
Technical Manager II				\$ 204.75
Technical Manager I				\$ 138.86
Planner/Engineer II				\$ 112.01
Planner/Engineer I				\$ 92.59
Administrative Assistant				\$ 69.66

Overhead Rate: 199.41%

Foursquare Integrated Planning

	a	b	c	d
	Direct	Overhead	Net	Fixed
CLASSIFICATION	Average	Rate	Fee	Rate
	Hourly Rate	(b x OH%)	(a+b) x 10%	(a+b+c)
President				\$ 142.55
Project Manager				\$ 116.50
Senior Transit Operations Planner				\$ 147.00
Senior Transportation Planner				\$ 93.95
Transportation Planner				\$ 73.69

Overhead Rate: 115.62%

Twaddell Associates

	a	b	c	d
	Direct	Overhead	Net	Fixed
CLASSIFICATION	Average	Rate	Fee	Rate
	Hourly Rate	(b x OH%)	(a+b) x 10%	(a+b+c)
Managing Principal				

Overhead Rate: 75%

4Ward Planning

	a	b	c	d
	Direct	Overhead	Net	Fixed
CLASSIFICATION	Average	Rate	Fee	Rate
	Hourly Rate	(b x OH%)	(a+b) x 10%	(a+b+c)
Managing Principal				\$ 171.70
Senior Associate				\$ 119.30
Analyst				\$ 69.60

Overhead Rate: 80.78%

Note: Names of staff have been redacted in this copy of the proposal on the tables that follow.

Michael Baker Jr., Inc. - Average Rates by Classification

Project Title	Name	Apr-13 Rate	Year One Avg Rate	Role
Project Manager	REDACTED	\$ 66.75	\$ 69.37	Contract & Task order management
		\$ 71.99		Task order management
Technical Manager III	REDACTED	\$ 110.34	\$ 97.45	Transit and Rail Engineering
		\$ 92.57		Transit Planning, Strategic Planning
		\$ 89.43		Transit ITS
Technical Manager II	REDACTED	\$ 74.59	\$ 67.86	Corridor studies
		\$ 65.72		Transit Design and ITS
		\$ 63.26		Travel Demand Modeling
Technical Manager I	REDACTED	\$ 62.57	\$ 58.64	Air quality, regional system planning
		\$ 61.83		Traffic engineering
		\$ 59.50		Air and Noise Impacts
		\$ 56.12		Master Planning
		\$ 53.18		Environmental review
Environmental Specialist	REDACTED	\$ 47.99	\$ 45.73	NEPA , Land Use, Socioeconomics
		\$ 43.47		Cultural Historian
Planner/Engineer II	REDACTED	\$ 50.99	\$ 46.24	Land Use and TOD
		\$ 49.87		Transportation Demand Management
		\$ 49.34		Traffic Engineering
		\$ 46.73		Transit Operations Planning
		\$ 44.10		Ridership Modeling
		\$ 43.70		Ridership Modeling
		\$ 43.39		Air quality, regional system planning
		\$ 41.81		Socioeconomics, GIS, Outreach
Planner/Engineer I	REDACTED	\$ 39.69	\$ 38.44	Visualization, streetscape planning
		\$ 39.62		Traffic Engineering
		\$ 36.00		Transit Operations Planning
Associate Planner/Engineer	REDACTED	\$ 31.73	\$ 28.09	Master Planning 7 TOD
		\$ 28.04		GIS, Multimodal Planning
		\$ 24.50		GIS, Multimodal Planning
Graphics Specialist	REDACTED	\$ 25.50	\$ 25.50	GIS Graphics
Administrative Assistant	REDACTED	\$ 18.36	\$ 18.36	Admin. Support

STV, Inc. - Average Rates by Classification

Project Title	Name	Rate	OH	Fully Loaded Rate	Avg Fully Loaded Rate	Role
Project Manager				\$ 150.48	\$ 137.21	Task order management
				\$ 136.44		Task order management
				\$ 124.71		Contract & Task order management
Technical Manager III				\$ 312.98	\$ 219.14	Conceptual Engineering
				\$ 234.21		Vehicles Specialist/Federal Regulations
				\$ 244.94		Architect/Conceptual Facility Design
				\$ 224.11		Intelligent Transportation Systems
				\$ 234.28		Railroad/Bridge Conceptual Engineering
				\$ 215.68		Alternatives Analysis/Conceptual Engineering
				\$ 202.68		Safety and Security
				\$ 192.23		Traffic Engineering
				\$ 176.13		Transit Operations
				\$ 154.19		FTA New Starts
Technical Manager II				\$ 210.06	\$ 160.14	Vehicles Specialist
				\$ 183.66		Architect/Conceptual Facility Design
				\$ 169.63		Intelligent Transportation Systems
				\$ 166.77		Intelligent Transportation Systems
				\$ 164.91		Safety and Security
				\$ 161.26		Architect/Conceptual Facility Design
				\$ 172.03		Planning/Alternatives Analysis
				\$ 167.62		Railroad Coordination
				\$ 165.26		Conceptual Engineering
				\$ 163.39		Bridge Conceptual Engineering
				\$ 161.91		Conceptual Engineering
				\$ 138.60		Traffic Engineering
				\$ 145.25		Conceptual Engineering
				\$ 133.64		Safety and Security
				\$ 131.23		Conceptual Engineering
Technical Manager I	REDACTED			\$ 133.62	\$ 120.28	Ferry Service/Economic Analysis
				\$ 125.01		Short-Range Planning/Operations Planning
				\$ 124.85		Project Feasibility/Identification
				\$ 124.23		Alt Analysis/Short Range Plan and Program Devt
				\$ 126.68		Traffic Engineering
				\$ 122.75		Railroad/Bridge Conceptual Engineering
				\$ 116.53		Conceptual Engineering
				\$ 108.72		Capital Investment Planning/Financial Planning
\$ 100.11		Transit Oriented Development/Land Use				
Environmental Specialist				\$ 239.06	\$ 156.51	NEPA Project Manager
				\$ 193.22		Noise Analysis
				\$ 181.19		NEPA Specialist
				\$ 151.24		NEPA Specialist
				\$ 148.14		Community Impact Analysis/Cultural Resources
				\$ 149.37		NEPA Analysis
				\$ 128.47		NEPA Analysis
				\$ 120.58		Air Quality Conformity
\$ 97.34		Environmental Planner				
Planner/Engineer II				\$ 118.80	\$ 98.13	Railroad/Bridge Conceptual Engineering
				\$ 114.08		Transit Facility Design/CAD
				\$ 93.45		Operations Planning and Analysis/Alt Analysis
				\$ 91.21		Alternatives Analysis/GIS
				\$ 90.28		Transit Operations
				\$ 90.14		Capital Programming
Planner/Engineer I				\$ 88.97		Short Range Plan and Program Development
				\$ 99.41	\$ 79.97	Technician/CAD Design
				\$ 89.57		Technician/CAD Design
				\$ 76.92		Strategic Planning/Capital Investment Planning
				\$ 78.91		GIS Specialist
				\$ 76.15		Transit Facility Design/CAD
Graphics Specialist				\$ 63.22	\$ 63.22	Graphics Specialist
				\$ 58.85		Short-Range Plan and Program Development
Administrative Assistant				\$ 102.54	\$ 67.76	Admin. Support
				\$ 77.00		Admin. Support
				\$ 42.33		Admin. Support
				\$ 49.19		Admin. Support

McCormick Taylor - Average Rates by Classification

Project Title	Name	Apr-13	Year One	Role
		Rate	Avg Rate	
Project Manager	REDACTED	\$ 90.00	\$ 90.00	Transit Planning and Training
		\$ 90.00		Transit Planning and Training
		\$ 90.00		Transit Planning and Training
Technical Manager III		\$ 72.12	\$ 67.63	Transit and Environmental
		\$ 67.79		Water Resources, NEPA
		\$ 62.98		Transit Planning & Engineering
Technical Manager II		\$ 46.15	\$ 48.56	Environmental and Training
		\$ 50.00		Training and Public Participation
		\$ 49.52		Environmental and Training
Technical Manager I		\$ 51.68	\$ 54.41	Land Use & Transit Planning, Training
		\$ 56.25		Planning and NEPA
		\$ 55.29		Transit Planning & Engineering
Planner/Engineer III		\$ 41.83	\$ 42.39	Planning and NEPA
		\$ 40.87		NEPA/Noise Analysis
		\$ 44.47		Land Use & Transit Planning, Public Participation
Planner/Engineer II		\$ 34.62	\$ 35.70	Planning, NEPA, Public Partic.
		\$ 32.21		Planning, NEPA, Public Partic.
		\$ 36.06		NEPA, Public Participation
		\$ 39.90		Planning, NEPA, Public Partic.
Planner/Engineer I		\$ 28.50	\$ 28.22	Public Participation
	\$ 29.81		Air, Noise, NEPA, Planning	
	\$ 26.68		NEPA, Planning	
	\$ 27.88		NEPA, Planning	
Associate Planner/Engineer	\$ 17.79	\$ 17.79	Planning support	

Renaissance Planning Group - Average Rates by Classification

Project Title	Name	Apr-13 Rate	Year One Avg Rate	Role
Project Manager	REDACTED	\$ 54.38	\$ 54.38	Contract & Task order management / Public Involvement
Technical Manager III		\$ 85.47	\$ 74.93	Transit and Corridor Studies / AA
		\$ 64.40		Transit Planning, Strategic Planning
Technical Manager II		\$ 64.39	\$ 62.17	Conceptual Engineering / Corridor studies / Transit Planning // Public Involvement
		\$ 64.91		Intelligent Transportation Systems / Modeling
		\$ 57.20		TOD / Public Involvement
Technical Manager I		\$ 41.05	\$ 42.16	Transit Planning / Modeling
		\$ 43.28		Financial Policy
Planner/Engineer II		\$ 34.01	\$ 34.01	Land Use/UDA/GIS
Planner/Engineer I		\$ 25.39	\$ 28.11	Land Use/UDA
		\$ 27.81		Bike/Ped/Complete Streets
		\$ 31.50		Context-Sensitive Design
		\$ 27.75		Urban Design / Graphics
Administrative Assistant		\$ 21.15	\$ 21.15	Graphics / Admin. Support

Resource Systems Group - Average Rates by Classification

Project Title	Name	Apr-13 Rate	Year One Avg Rate	Role
Technical Manager III	REDACTED	\$ 100.05	\$ 100.05	Transit forecasting and project evaluation
Technical Manager II		\$ 65.82	\$ 63.95	Transit Forecasting
		\$ 62.07		Transit Market Research
Technical Manager I		\$ 54.52	\$ 55.24	Transit Forecasting
		\$ 55.96		Transit Forecasting
Planner/Engineer II		\$ 44.62	\$ 44.62	Transit Market Research
Planner/Engineer I		\$ 36.92	\$ 35.89	Transit Forecasting
		\$ 34.86		Transit Forecasting

Foursquare Integrated Transportation Planning - Average Rates by Classification

Project Title	Name	Apr-13 Rate	Year One Avg Rate	Role
President	REDACTED	\$60.10	\$60.10	Task order administration
Project Manager		\$ 49.12	\$ 49.12	Transit Planning and Analysis
Senior Transit Operations Planner		\$ 67.88	\$ 61.98	Transit Operations Planning
		\$ 56.08		Transit Operations Planning
Senior Transportation Planner		\$ 39.61	\$ 39.61	Transit Planning and Program Development
Transportation Planner		\$ 30.35	\$ 31.07	Transit Planning and Analysis
		\$ 30.13		Transit Planning and Analysis
		\$ 31.89		Transit Planning and Analysis
		\$ 31.89		Transit Planning and Analysis

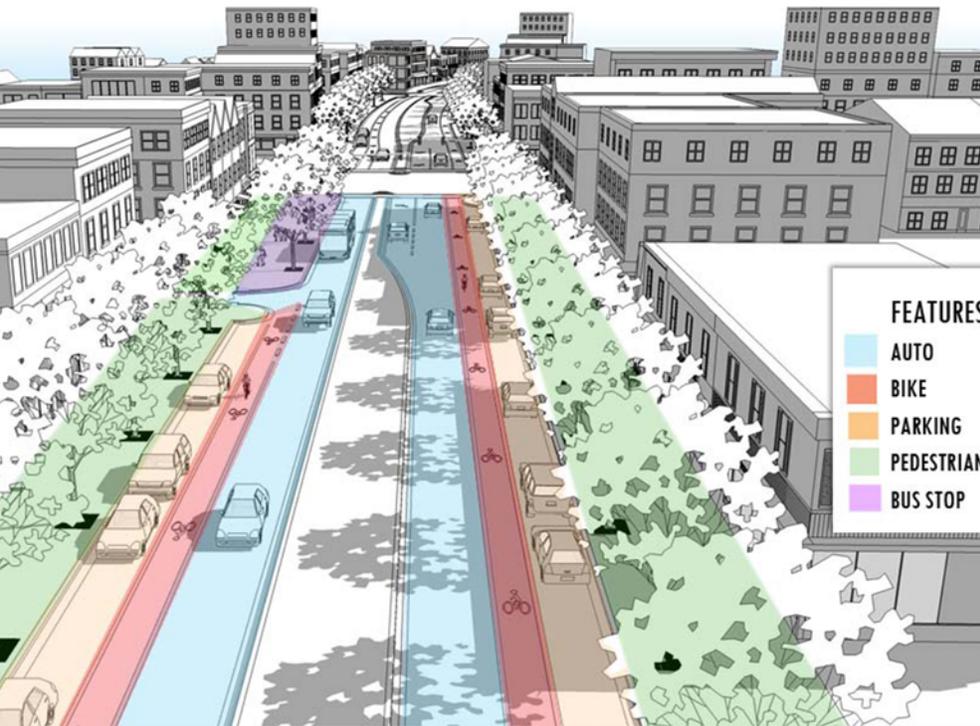
4Ward Planning - Average Rates by Classification

Project Title	Name	Apr-13 Rate	Year One Avg Rate	Role
Managing Principal	REDACTED	\$ 86.35	\$ 86.35	Task order management
Senior Associate		\$ 60.00	\$ 60.00	GIS and Economic Impact Analysis
Analyst		\$ 35.00	\$ 35.00	Socio-economic and Real Estate Analysis

Twaddell Associates - Average Rates by Classification

Project Title	Name	Apr-13 Rate	Year One Avg Rate	Role
Managing Principal	REDACTED	\$ 76.14	\$ 76.14	Planning, public outreach, training

ADDITIONAL FORMS



1. Appendix A, 49 C.F.R. pt. 20—CERTIFICATION REGARDING LOBBYING (pg. 44 of the RFP)

behalf with non-Federal funds with respect to that Federal contract, grant or award covered by 31 U.S.C. § 1352. Such disclosures are forwarded from tier to tier up to the recipient.

APPENDIX A, 49 C.F.R. pt. 20--CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

(To be submitted with each bid or offer exceeding \$100,000)

The undersigned [Offeror] certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for making lobbying contacts to an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form--LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions [as amended by "Government wide Guidance for New Restrictions on Lobbying," 61 Fed. Reg. 1413 (1/19/96). Note: Language in paragraph (2) herein has been modified in accordance with Section 10 of the Lobbying Disclosure Act of 1995, 2 U.S.C. §§ 1601, *et seq.*]

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31 U.S.C. § 1352 (as amended by the Lobbying Disclosure Act of 1995). Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

[Note: Pursuant to 31 U.S.C. § 1352(c)(1)-(2)(A), any person who makes a prohibited expenditure or fails to file or amend a required certification or disclosure form shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such expenditure or failure.]

The Offeror, Michael Baker Jr., Inc., certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Offeror understands and agrees that the provisions of 31 U.S.C. §§ 3801, *et seq.*, apply to this certification and disclosure, if any.

Paul Prideaux Signature of Offeror's Authorized Official

Paul Prideaux, PE / Vice President Name and Title of Offeror's Authorized Official

April 25, 2013 Date

2. 13. FTA Certifications, Attachment A-1: 1.2.23 CERTIFICATION OF PRIMARY PARTICIPANT REGARDING DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS (pg. 50 of the RFP)

13. FTA Certifications
ATTACHMENT A-1

1.2.23 CERTIFICATION OF PRIMARY PARTICIPANT REGARDING DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS

The Primary Participant (applicant for an FTA grant or cooperative agreement, or potential Offeror for major third party contract), Michael Baker Jr., Inc. certifies to the best of its knowledge and belief, that it and its principals:

1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
2. Have not within a three-year period preceding this proposal been convicted of or has a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
3. Are not presently indicated for or otherwise criminally or civilly charged by a governmental entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (2) of this certification; and
4. Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause of default.

(If the primary participant (applicant for an FTA grant, or cooperative agreement, or potential third party contractor) is unable to certify any of the statements in this certification, the participant shall attach and explanation to the Certification.)

THE PRIMARY PARTICIPANT (APPLICANT FOR AN FTA GRANT OR COOPERATIVE AGREEMENT, OR POTENTIAL CONTRACTOR FOR A MAJOR THIRD PARTY CONTRACT), Paul Prideaux, PE of Michael Baker Jr., Inc., CERTIFIES OR AFFIRMS THE TRUTHFULNESS AND ACCURACY OF THE CONTENTS OF THE STATEMENTS SUBMITTED ON OR WITH THIS CERTIFICATION AND UNDERSTANDS THAT THE PROVISIONS OF 31 U.S.C. §§ 3801 *ET SEQ.* ARE APPLICABLE THERETO.

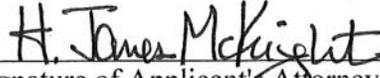


Signature and Title of Authorized Official Vice President

2. 13. FTA Certifications, Attachment A-1: 1.2.23 CERTIFICATION OF PRIMARY PARTICIPANT REGARDING DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS (pg. 50 of the RFP) - continued

1.1.23

The undersigned chief legal counsel for the Michael Baker Jr., Inc. hereby certifies that the Vice President has authority under State local law to comply with the subject assurances and that the certification above has been legally made.



Signature of Applicant's Attorney

April 25, 2013

Date

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3. 1.1.23 CERTIFICATION OF LOWER-TIER PARTICIPANTS REGARDING DEBARMENT, SUSPENSION AND OTHER INELIGIBILITY AND VOLUNTARY EXCLUSION (pg. 52 of the RFP)

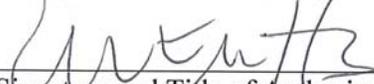
1.1.23 CERTIFICATION OF LOWER-TIER PARTICIPANTS REGARDING DEBARMENT, SUSPENSION AND OTHER INELIGIBILITY AND VOLUNTARY EXCLUSION

The Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contact, STV Incorporated dba STV Group Incorporated certifies by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by and Federal department or agency.

(If the Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contract) is unable to certify to any of the statements in this certification, such participant shall attach an explanation to this proposal.)

THE LOWER-TIER PARTICIPANT (POTENTIAL SUB-GRANTEE OR SUB-RECIPIENT UNDER AN FTA PROJECT, POTENTIAL THIRD PARTY CONTRACTOR OR POTENTIAL SUBCONTRACTOR UNDER A MAJOR THIRD PARTY CONTRACT)

STV Incorporated dba STV Group Incorporated, CERTIFIES OR AFFIRMS THE TRUTHFULNESS AND ACCURACY OF THE CONTENTS OF THE STATEMENTS SUBMITTED ON OR WITH THIS CERTIFICATION AND UNDERSTANDS THAT THE PROVISIONS OF 31 U.S.C. §§ 3801 *ET SEQ.* ARE APPLICABLE THERETO.

 Executive Vice President
(Signature and Title of Authorized Official)

The undersigned ^{an} chief legal counsel for the STV Incorporated dba STV Group Incorporated hereby certifies that the William Matts, Executive Vice President has authority under State and Local law to comply with the subject assurances and the certifications above has been legally made.


(Signature of Applicant's Attorney)

April 22, 2013
(Date)

3. 1.1.23 CERTIFICATION OF LOWER-TIER PARTICIPANTS REGARDING DEBARMENT, SUSPENSION AND OTHER INELIGIBILITY AND VOLUNTARY EXCLUSION (pg. 52 of the RFP) - continued

1.1.23 CERTIFICATION OF LOWER-TIER PARTICIPANTS REGARDING DEBARMENT, SUSPENSION AND OTHER INELIGIBILITY AND VOLUNTARY EXCLUSION

The Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contract, Renaissance Planning Group, Inc. certifies by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by and Federal department or agency.

(If the Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contract) is unable to certify to any of the statements in this certification, such participant shall attach an explanation to this proposal.)

THE LOWER-TIER PARTICIPANT (POTENTIAL SUB-GRANTEE OR SUB-RECIPIENT UNDER AN FTA PROJECT, POTENTIAL THIRD PARTY CONTRACTOR OR POTENTIAL SUBCONTRACTOR UNDER A MAJOR THIRD PARTY CONTRACT)

Renaissance Planning Group, Inc., CERTIFIES OR AFFIRMS THE TRUTHFULNESS AND ACCURACY OF THE CONTENTS OF THE STATEMENTS SUBMITTED ON OR WITH THIS CERTIFICATION AND UNDERSTANDS THAT THE PROVISIONS OF 31 U.S.C. §§ 3801 ET SEQ. ARE APPLICABLE THERETO.

(Signature and Title of Authorized Official)

The undersigned chief legal counsel for the _____

Peter D. Schreeman hereby certifies that the RENAISSANCE PLANNING GROUP has authority under State and Local law to comply with the subject assurances and the certifications above has been legally made.

(Signature of Applicant's Attorney)

4/18/2013

(Date)

3. **1.1.23 CERTIFICATION OF LOWER-TIER PARTICIPANTS REGARDING DEBARMENT, SUSPENSION AND OTHER INELIGIBILITY AND VOLUNTARY EXCLUSION (pg. 52 of the RFP) - continued**

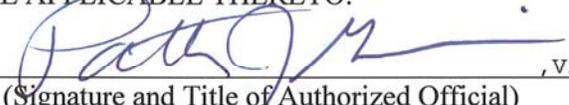
1.1.23 CERTIFICATION OF LOWER-TIER PARTICIPANTS REGARDING DEBARMENT, SUSPENSION AND OTHER INELIGIBILITY AND VOLUNTARY EXCLUSION

The Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contact, McCormick Taylor, Inc. certifies by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by and Federal department or agency.

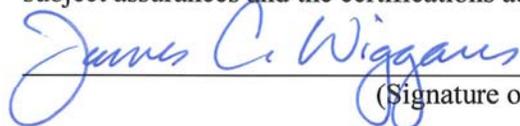
(If the Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contract) is unable to certify to any of the statements in this certification, such participant shall attach an explanation to this proposal.)

THE LOWER-TIER PARTICIPANT (POTENTIAL SUB-GRANTEE OR SUB-RECIPIENT UNDER AN FTA PROJECT, POTENTIAL THIRD PARTY CONTRACTOR OR POTENTIAL SUBCONTRACTOR UNDER A MAJOR THIRD PARTY CONTRACT)

McCormick Taylor, Inc., CERTIFIES OR AFFIRMS THE TRUTHFULNESS AND ACCURACY OF THE CONTENTS OF THE STATEMENTS SUBMITTED ON OR WITH THIS CERTIFICATION AND UNDERSTANDS THAT THE PROVISIONS OF 31 U.S.C. §§ 3801 *ET SEQ.* ARE APPLICABLE THERETO.


_____, Vice President of Finance
(Signature and Title of Authorized Official)

The undersigned chief legal counsel for the _____
McCormick Taylor, Inc. hereby certifies that the
Executive Vice President has authority under State and Local law to comply with the subject assurances and the certifications above has been legally made.


_____, Executive Vice President
(Signature of Applicant's Attorney)

4/18/13

(Date)

3. **1.1.23 CERTIFICATION OF LOWER-TIER PARTICIPANTS REGARDING DEBARMENT, SUSPENSION AND OTHER INELIGIBILITY AND VOLUNTARY EXCLUSION (pg. 52 of the RFP) - continued**

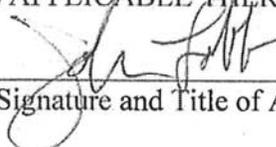
1.1.23 CERTIFICATION OF LOWER-TIER PARTICIPANTS REGARDING DEBARMENT, SUSPENSION AND OTHER INELIGIBILITY AND VOLUNTARY EXCLUSION

The Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contact, Resource Systems Group, Inc. certifies by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by and Federal department or agency.

(If the Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contract) is unable to certify to any of the statements in this certification, such participant shall attach an explanation to this proposal.)

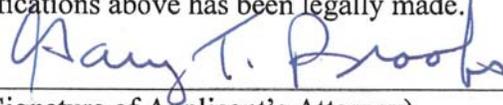
THE LOWER-TIER PARTICIPANT (POTENTIAL SUB-GRANTEE OR SUB-RECIPIENT UNDER AN FTA PROJECT, POTENTIAL THIRD PARTY CONTRACTOR OR POTENTIAL SUBCONTRACTOR UNDER A MAJOR THIRD PARTY CONTRACT)

Resource Systems Group, Inc., CERTIFIES OR AFFIRMS THE TRUTHFULNESS AND ACCURACY OF THE CONTENTS OF THE STATEMENTS SUBMITTED ON OR WITH THIS CERTIFICATION AND UNDERSTANDS THAT THE PROVISIONS OF 31 U.S.C. §§ 3801 *ET SEQ.* ARE APPLICABLE THERETO.



John Lobb, Operations Manager
(Signature and Title of Authorized Official)

The undersigned chief legal counsel for the _____
Resource Systems Group, Inc. hereby certifies that the
Resource Systems Group, Inc. has authority under State and Local law to comply with the subject assurances and the certifications above has been legally made.



(Signature of Applicant's Attorney)

STEBBINS BRADLEY, PA
41 South Park Street
Hanover, NH 03755

April 18, 2013
(Date)

3. 1.1.23 CERTIFICATION OF LOWER-TIER PARTICIPANTS REGARDING DEBARMENT, SUSPENSION AND OTHER INELIGIBILITY AND VOLUNTARY EXCLUSION (pg. 52 of the RFP) - continued

1.1.23 CERTIFICATION OF LOWER-TIER PARTICIPANTS REGARDING DEBARMENT, SUSPENSION AND OTHER INELIGIBILITY AND VOLUNTARY EXCLUSION

The Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contact, Foursquare Integrated Transportation Planning certifies by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by and Federal department or agency.

(If the Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contract) is unable to certify to any of the statements in this certification, such participant shall attach an explanation to this proposal.)

THE LOWER-TIER PARTICIPANT (POTENTIAL SUB-GRANTEE OR SUB-RECIPIENT UNDER AN FTA PROJECT, POTENTIAL THIRD PARTY CONTRACTOR OR POTENTIAL SUBCONTRACTOR UNDER A MAJOR THIRD PARTY CONTRACT)

Foursquare Integrated Transportation Planning CERTIFIES OR AFFIRMS THE TRUTHFULNESS AND ACCURACY OF THE CONTENTS OF THE STATEMENTS SUBMITTED ON OR WITH THIS CERTIFICATION AND UNDERSTANDS THAT THE PROVISIONS OF 31 U.S.C. §§ 3801 ET SEQ. ARE APPLICABLE THERETO.

Lora Byala President
(Signature and Title of Authorized Official)

The undersigned chief legal counsel for the Foursquare INTEGRATED TRANSPORTATION PLANNING, Inc. hereby certifies that the LORA BYALA, PRESIDENT has authority under State and Local law to comply with the subject assurances and the certifications above has been legally made.

David C. Malone, Esquire
(Signature of Applicant's Attorney)

APRIL 22, 2013
(Date)

3. **1.1.23 CERTIFICATION OF LOWER-TIER PARTICIPANTS REGARDING DEBARMENT, SUSPENSION AND OTHER INELIGIBILITY AND VOLUNTARY EXCLUSION (pg. 52 of the RFP) - continued**

1.1.23 CERTIFICATION OF LOWER-TIER PARTICIPANTS REGARDING DEBARMENT, SUSPENSION AND OTHER INELIGIBILITY AND VOLUNTARY EXCLUSION

The Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contract, 4ward Planning LLC) certifies by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by and Federal department or agency.

(If the Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contract) is unable to certify to any of the statements in this certification, such participant shall attach an explanation to this proposal.)

THE LOWER-TIER PARTICIPANT (POTENTIAL SUB-GRANTEE OR SUB-RECIPIENT UNDER AN FTA PROJECT, POTENTIAL THIRD PARTY CONTRACTOR OR POTENTIAL SUBCONTRACTOR UNDER A MAJOR THIRD PARTY CONTRACT)

4ward Planning LLC, CERTIFIES OR AFFIRMS THE TRUTHFULNESS AND ACCURACY OF THE CONTENTS OF THE STATEMENTS SUBMITTED ON OR WITH THIS CERTIFICATION AND UNDERSTANDS THAT THE PROVISIONS OF 31 U.S.C. §§ 3801 *ET SEQ.* ARE APPLICABLE THERETO.

President & Managing Principal

(Signature and Title of Authorized Official)

The undersigned chief legal counsel for the _____ hereby certifies that the _____ has authority under State and Local law to comply with the subject assurances and the certifications above has been legally made.

(Signature of Applicant's Attorney)

(Date)

Note:

Please be advised that 4ward Planning does not maintain chief counsel, nor does it have an attorney on retainer. Accordingly, we have left blank the above lines pertaining to legal counsel.

3. **1.1.23 CERTIFICATION OF LOWER-TIER PARTICIPANTS REGARDING DEBARMENT, SUSPENSION AND OTHER INELIGIBILITY AND VOLUNTARY EXCLUSION (pg. 52 of the RFP) - continued**

1.1.23 CERTIFICATION OF LOWER-TIER PARTICIPANTS REGARDING DEBARMENT, SUSPENSION AND OTHER INELIGIBILITY AND VOLUNTARY EXCLUSION

The Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contact, TWARDRELL ASSOCIATES certifies by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by and Federal department or agency.

(If the Lower Tier Participant (potential sub-grantee or sub-recipient under an FTA project, potential third party contractor, or potential subcontractor under a major third party contract) is unable to certify to any of the statements in this certification, such participant shall attach an explanation to this proposal.)

THE LOWER-TIER PARTICIPANT (POTENTIAL SUB-GRANTEE OR SUB-RECIPIENT UNDER AN FTA PROJECT, POTENTIAL THIRD PARTY CONTRACTOR OR POTENTIAL SUBCONTRACTOR UNDER A MAJOR THIRD PARTY CONTRACT)

TWARDRELL ASSOCIATES, CERTIFIES OR AFFIRMS THE TRUTHFULNESS AND ACCURACY OF THE CONTENTS OF THE STATEMENTS SUBMITTED ON OR WITH THIS CERTIFICATION AND UNDERSTANDS THAT THE PROVISIONS OF 31 U.S.C. §§ 3801 *ET SEQ.* ARE APPLICABLE THERETO.

PRESIDENT
(Signature and Title of Authorized Official)

The undersigned chief legal counsel for the TWARDRELL ASSOCIATES hereby certifies that the TWARDRELL ASSOCIATES has authority under State and Local law to comply with the subject assurances and the certifications above has been legally made.

(Signature of Applicant's Attorney)

04-18-2013
(Date)



COMMONWEALTH of VIRGINIA

Thelma D. Drake
Director

DEPARTMENT OF RAIL AND PUBLIC TRANSPORTATION
600 EAST MAIN STREET, SUITE 2102
RICHMOND, VA 23219

(804) 786-4440
FAX (804) 225 3752
VIRGINIA RELAY CENTER
1-800-828-1120 (TDD)

June 4, 2013

Ms. Lorna Parkins
Michael Baker Jr., Inc.
1801 Bayberry Court, Suite 101
Richmond, VA 23226

Dear Ms. Parkins:

Please find outlined below a summary of the contract terms negotiated between the Department of Rail and Public Transportation (DRPT) and Michael Baker Jr., Inc. (Baker) on May 31, 2013 for RFP 505-13-RR0001 Contract for General Planning Consultant Services for Transit Projects in Virginia – Competitive Negotiation for Non-Professional Services.

- No work will begin on a task order until a purchase order has been issued through eVA. The issuance date of the eVA purchase order will serve as the Notice To Proceed.
- All invoices for task orders issued will be submitted within 90 days of the end date of the task order. After 90 days, task orders will be closed.
- Invoices will be submitted no more frequently than once a month and within 90 calendar days from the date an expense has occurred.
- Purchase Order Deobligation and Closing Forms will be signed and returned to DRPT within seven business days after receipt from a DRPT Program Manager.
- Baker has the capacity to handle potential task orders issued under this contract.
- Annex 3-J Certification of Compliance with Prohibition of Political Contributions and Gifts During the Procurement Process will be signed and returned to DRPT before execution of a contract.
- Baker will provide an updated pricing schedule lowering the profit rate from 10% to 8% for their firm and all subconsultants listed in the proposal. Baker agrees to lock in the rates without rate increases for the first three years of the contract.

The Smartest Distance Between Two Points
www.drpt.virginia.gov

- Baker will provide DRPT with a copy of the Federal Acquisition Regulation's approval letter for the firm's overhead rate before execution of a contract.

Please acknowledge Baker's acceptance of the negotiated terms by signing below and returning to Ashley Nusbaum at ashley.nusbaum@drpt.virginia.gov. Should you have any questions, please contact me at the email address above or call 804-786-2890

MICHAEL BAKER JR., INC.

Lorna L Parkins

Signature

Lorna L Parkins

Printed Name

Assistant Vice President

Title

6/5/13

Date

**DEPARTMENT OF RAIL AND
PUBLIC TRANSPORTATION**

Ashley Nusbaum

Signature

Ashley Nusbaum
Financial Compliance and
Procurement Analyst

6/5/13

Date

Annex 3-J
CERTIFICATION OF COMPLIANCE
WITH PROHIBITION OF POLITICAL CONTRIBUTIONS AND GIFTS DURING THE
PROCUREMENT PROCESS

For contracts with a stated or expected value of \$5 million or more except those awarded as the result of competitive sealed bidding

I, Paul Prideaux, a representative of Michael Baker Jr. Inc.
Please Print Name Name of Offeror

am submitting a proposal to the Department of Rail and Public Transportation in response to 505-13-RR0001 - Contract for General Planning Consultant Services for Transit Projects in Virginia, a solicitation where stated or expected contract value is \$5 million or more which is being solicited by a method of procurement other than competitive sealed bidding as defined in § 2.2-4301 of the *Code of Virginia*.

I hereby certify the following statements to be true with respect to the provisions of §2.2-4376.1 of the *Code of Virginia*. I further state that I have the authority to make the following representation on behalf of myself and the business entity:

1. The offeror shall not knowingly provide a contribution, gift, or other item with a value greater than \$50 or make an express or implied promise to make such a contribution or gift to the Governor; his political action committee, or the Governor's Secretaries, if the Secretary is responsible to the Governor for an agency with jurisdiction over the matters at issue, during the period between the submission of the proposal and the award of the contract.
2. No individual who is an officer or director of the offeror, shall knowingly provide a contribution, gift, or other item with a value greater than \$50 or make an express or implied promise to make such a contribution or gift to the Governor, his political action committee, or the Governor's Secretaries, if the Secretary is responsible to the Governor for an agency with jurisdiction over the matters at issue, during the period between the submission of the proposal and the award of the contract.
3. I understand that any person who violates § 2.2-4376.1 of the *Code of Virginia* shall be subject to a civil penalty of \$500 or up to two times the amount of the contribution or gift, whichever is greater.

Paul Prideaux
Signature

Vice President
Title

5/31/13
Date

Nusbaum, Ashley (DRPT)

From: Parkins, Lorna [LPARKINS@mbakercorp.com]
Sent: Monday, June 03, 2013 5:26 PM
To: Nusbaum, Ashley (DRPT)
Cc: Prideaux, Paul
Subject: Contract rates for Baker Team
Attachments: Billing Rates worksheet_DRPT Negotiated.pdf

Ashley,

I am submitting the attached set of contract rates for Baker's Transit General Planning Consultant contract with DRPT, which has met with the approval of our entire team. The only revision to these rates from the proposal we submitted is the reduction of net fee from 10% to 8%; no other adjustments were made.

Please let me know if you need anything else to proceed with the Notice of Intent to Award and/or contract preparation.

Thanks,
Lorna

Lorna Parkins, AICP | Assistant Vice President & Eastern Planning Practice Leader | Michael Baker, Jr. Inc
1801 Bayberry Court, Suite 101 | Richmond, VA 23226 | 804.287.3176 (ofc)

lparkins@mbakercorp.com | www.mbakercorp.com

Baker

Please consider the environment before printing this e-mail.

**DRPT On-Call Services
Fixed Hourly Billable Rates by Classification**

Michael Baker Jr., Inc.

	a	b	c	d
	Direct	Overhead	Net	Fixed
CLASSIFICATION	Average	Rate	Fee	Rate
	Hourly Rate	(bxOH%)	(a+b)x8%	(a+b+c)
Project Manager				\$ 200.12
Technical Manager III				\$ 281.12
Technical Manager II				\$ 195.76
Technical Manager I				\$ 169.17
Environmental Specialist				\$ 131.92
Planner/Engineer II				\$ 133.40
Planner/Engineer I				\$ 110.89
Associate Planner/Engineer				\$ 81.03
Graphics Specialist				\$ 73.57
Administrative Assistant				\$ 52.96
Overhead Rate:	167.12%			

McCormick Taylor

	a	b	c	d
	Direct	Overhead	Net	Fixed
CLASSIFICATION	Average	Rate	Fee	Rate
	Hourly Rate	(a x OH%)	(a+b)x8%	(a+b+c)
Project Manager				\$ 253.91
Technical Manager III				\$ 190.79
Technical Manager II				\$ 136.99
Technical Manager I				\$ 153.49
Planner/Engineer III				\$ 119.59
Planner/Engineer II				\$ 100.71
Planner/Engineer I				\$ 79.61
Associate Planner/Engineer				\$ 50.19
Overhead Rate:	161.22%			

STV., Inc.

		d
CLASSIFICATION	See Personnel Table for Direct and Overhead Rates. Includes 6% Net Fee.	Fixed Rate
Project Manager		\$ 134.72
Technical Manager III		\$ 215.16
Technical Manager II		\$ 157.23
Technical Manager I		\$ 118.09
Environmental Specialist		\$ 153.67
Planner/Engineer II		\$ 96.35
Planner/Engineer I		\$ 78.51
Graphics Specialist		\$ 62.07
Administrative Assistant		\$ 66.53
Overhead Rate:	Varies, see Personnel table	

Resource Systems Group, Inc.

	a	b	c	d
	Direct	Overhead	Net	Fixed
CLASSIFICATION	Average	Rate	Fee	Rate
	Hourly Rate	(bxOH%)	(a+b)x8%	(a+b+c)
Technical Manager III				\$ 300.73
Technical Manager II				\$ 192.21
Technical Manager I				\$ 166.04
Planner/Engineer II				\$ 134.11
Planner/Engineer I				\$ 107.88
Overhead Rate:	178.31%			

Foursquare Integrated Planning

	a	b	c	d
	Direct	Overhead	Net	Fixed
CLASSIFICATION	Average	Rate	Fee	Rate
	Hourly Rate	(bxOH%)	(a+b)x8%	(a+b+c)
President				\$ 139.96
Project Manager				\$ 114.38
Senior Transit Operations Planner				\$ 144.33
Senior Transportation Planner				\$ 92.24
Transportation Planner				\$ 72.35
Overhead Rate:	115.62%			

Renaissance Planning Group

	a	b	c	d
	Direct	Overhead	Net	Fixed
CLASSIFICATION	Average	Rate	Fee	Rate
	Hourly Rate	(bxOH%)	(a+b)x8%	(a+b+c)
Project Manager				\$ 175.83
Technical Manager III				\$ 242.31
Technical Manager II				\$ 201.03
Technical Manager I				\$ 136.34
Planner/Engineer II				\$ 109.98
Planner/Engineer I				\$ 90.90
Administrative Assistant				\$ 68.40
Overhead Rate:	199.41%			

4Ward Planning

	a	b	c	d
	Direct	Overhead	Net	Fixed
CLASSIFICATION	Average	Rate	Fee	Rate
	Hourly Rate	(bxOH%)	(a+b)x8%	(a+b+c)
Managing Principal				\$ 168.59
Senior Associate				\$ 117.15
Analyst				\$ 68.33
Overhead Rate:	80.78%			

Twaddell Associates

	a	b	c	d
	Direct	Overhead	Net	Fixed
CLASSIFICATION	Average	Rate	Fee	Rate
	Hourly Rate	(bxOH%)	(a+b)x8%	(a+b+c)
Managing Principal				\$ 143.91
Overhead Rate:	75%			

Michael Baker Jr., Inc.
Average Rates by Classification

Personnel Direct Rates and Classification Rates
Michael Baker Jr., Inc.

Project Title	Name	Apr-13 Rate	Year One Avg Rate	Role
Project Manager		\$ 66.75	\$ 69.37	Contract & Task order management
		\$ 71.99		Task order management
Technical Manager III		\$ 110.34	\$ 97.45	Transit and Rail Engineering
		\$ 92.57		Transit Planning, Strategic Planning
		\$ 89.43		Transit ITS
Technical Manager II		\$ 74.59	\$ 67.86	Corridor studies
		\$ 65.72		Transit Design and ITS
		\$ 63.26		Travel Demand Modeling
Technical Manager I		\$ 62.57	\$ 58.64	Air quality, regional system planning
		\$ 61.83		Traffic engineering
		\$ 59.50		Air and Noise Impacts
		\$ 56.12		Master Planning
		\$ 53.18		Environmental review
Environmental Specialist		\$ 47.99	\$ 45.73	NEPA, Land Use, Socioeconomics
		\$ 43.47		Cultural Historian
Planner/Engineer II		\$ 50.99	\$ 46.24	Land Use and TOD
		\$ 49.87		Transportation Demand Management
		\$ 49.34		Traffic Engineering
		\$ 46.73		Transit Operations Planning
		\$ 44.10		Ridership Modeling
		\$ 43.70		Ridership Modeling
		\$ 43.39		Air quality, regional system planning
		\$ 41.81		Socioeconomics, GIS, Outreach
Planner/Engineer I		\$ 39.69	\$ 38.44	Visualization, streetscape planning
		\$ 39.62		Traffic Engineering
		\$ 36.00		Transit Operations Planning
Associate Planner/Engineer		\$ 31.73	\$ 28.09	Master Planning 7 TOD
		\$ 28.04		GIS, Multimodal Planning
		\$ 24.50		GIS, Multimodal Planning
Graphics Specialist		\$ 25.50	\$ 25.50	GIS Graphics
Administrative Assistant		\$ 18.36	\$ 18.36	Admin. Support

**Personnel Direct Rates and Classification Rates
STV, Inc.**

Project Title	Name	Rate	OH	Fully Loaded Rate	Avg Fully Loaded Rate	Role
Project Manager				\$ 147.74	\$ 134.72	Task order management
				\$ 133.96		Task order management
				\$ 122.45		Contract & Task order management
Technical Manager III				\$ 307.29	\$ 215.16	Conceptual Engineering
				\$ 229.95		Vehicles Specialist/Federal Regulations
				\$ 240.49		Architect/Conceptual Facility Design
				\$ 220.03		Intelligent Transportation Systems
				\$ 230.02		Railroad/Bridge Conceptual Engineering
				\$ 211.76		Alternatives Analysis/Conceptual Engineering
				\$ 198.99		Safety and Security
				\$ 188.73		Traffic Engineering
				\$ 172.93		Transit Operations
				\$ 151.39		FTA New Starts
Technical Manager II				\$ 206.24	\$ 157.23	Vehicles Specialist
				\$ 180.32		Architect/Conceptual Facility Design
				\$ 166.54		Intelligent Transportation Systems
				\$ 163.74		Intelligent Transportation Systems
				\$ 161.91		Safety and Security
				\$ 158.33		Architect/Conceptual Facility Design
				\$ 168.90		Planning/Alternatives Analysis
				\$ 164.58		Railroad Coordination
				\$ 162.26		Conceptual Engineering
				\$ 160.42		Bridge Conceptual Engineering
				\$ 158.97		Conceptual Engineering
				\$ 136.08		Traffic Engineering
				\$ 142.61		Conceptual Engineering
				\$ 131.21		Safety and Security
\$ 128.84		Conceptual Engineering				
\$ 124.74		Architect/Conceptual Facility Design				
Technical Manager I				\$ 131.19	\$ 118.09	Ferry Service/Economic Analysis
				\$ 122.73		Short-Range Planning/Operations Planning
				\$ 122.58		Project Feasibility/Identification
				\$ 121.98		Alt Analysis/Short Range Plan and Program Devt
				\$ 124.37		Traffic Engineering
				\$ 120.52		Railroad/Bridge Conceptual Engineering
				\$ 114.41		Conceptual Engineering
				\$ 106.75		Capital Investment Planning/Financial Planning
\$ 98.29		Transit Oriented Development/Land Use				
Environmental Specialist				\$ 234.71	\$ 153.67	NEPA Project Manager
				\$ 189.70		Noise Analysis
				\$ 177.90		NEPA Specialist
				\$ 148.49		NEPA Specialist
				\$ 145.45		Community Impact Analysis/Cultural Resources
				\$ 146.65		NEPA Analysis
				\$ 126.14		NEPA Analysis
				\$ 118.39		Air Quality Conformity
\$ 95.57		Environmental Planner				
Planner/Engineer II				\$ 116.64	\$ 96.35	Railroad/Bridge Conceptual Engineering
				\$ 112.01		Transit Facility Design/CAD
				\$ 91.75		Operations Planning and Analysis/Alt Analysis
				\$ 89.55		Alternatives Analysis/GIS
				\$ 88.64		Transit Operations
				\$ 88.51		Capital Programming
\$ 87.36		Short Range Plan and Program Development				
Planner/Engineer I				\$ 97.60	\$ 78.51	Technician/CAD Design
				\$ 87.94		Technician/CAD Design
				\$ 75.53		Strategic Planning/Capital Investment Planning
				\$ 77.47		GIS Specialist
				\$ 74.76		Transit Facility Design/CAD
\$ 57.78		Short-Range Plan and Program Development				
Graphics Specialist				\$ 62.07	\$ 62.07	Graphics Specialist
Administrative Assistant				\$ 100.67	\$ 66.53	Admin. Support
				\$ 75.60		Admin. Support
				\$ 41.56		Admin. Support
				\$ 48.30		Admin. Support

**Personnel Direct Rates and Classification Rates
McCormick Taylor**

Project Title	Name	Apr-13 Rate	Year One Avg Rate	Role
Project Manager		\$ 90.00	\$ 90.00	Transit Planning and Training
		\$ 90.00		Transit Planning and Training
		\$ 90.00		Transit Planning and Training
Technical Manager III		\$ 72.12	\$ 67.63	Transit and Environmental
		\$ 67.79		Water Resources, NEPA
		\$ 62.98		Transit Planning & Engineering
Technical Manager II		\$ 46.15	\$ 48.56	Environmental and Training
		\$ 50.00		Training and Public Participation
		\$ 49.52		Environmental and Training
Technical Manager I		\$ 51.68	\$ 54.41	Land Use & Transit Planning, Training
		\$ 56.25		Planning and NEPA
		\$ 55.29		Transit Planning & Engineering
Planner/Engineer III		\$ 41.83	\$ 42.39	Planning and NEPA
		\$ 40.87		NEPA/Noise Analysis
		\$ 44.47		Land Use & Transit Planning, Public Participation
Planner/Engineer II		\$ 34.62	\$ 35.70	Planning, NEPA, Public Partic.
		\$ 32.21		Planning, NEPA, Public Partic.
		\$ 36.06		NEPA, Public Participation
		\$ 39.90		Planning, NEPA, Public Partic.
Planner/Engineer I	\$ 28.50	\$ 28.22	Public Participation	
	\$ 29.81		Air, Noise, NEPA, Planning	
	\$ 26.68		NEPA, Planning	
	\$ 27.88		NEPA, Planning	
Associate Planner/Engineer	\$ 17.79	\$ 17.79	Planning support	

**Personnel Direct Rates and Classification Rates
Renaissance Planning Group**

Project Title	Name	Apr-13 Rate	Year One Avg Rate	Role
Project Manager		\$ 54.38	\$ 54.38	Contract & Task order management / Public Involvement
Technical Manager III		\$ 85.47	\$ 74.93	Transit and Corridor Studies / AA
		\$ 64.40		Transit Planning, Strategic Planning
Technical Manager II		\$ 64.39	\$ 62.17	Conceptual Engineering / Corridor studies / Transit Planning // Public Involvement
		\$ 64.91		Intelligent Transportation Systems / Modeling
		\$ 57.20		TOD / Public Involvement
Technical Manager I		\$ 41.05	\$ 42.16	Transit Planning / Modeling
		\$ 43.28		Financial Policy
Planner/Engineer II		\$ 34.01	\$ 34.01	Land Use/UDA/GIS
Planner/Engineer I		\$ 25.39	\$ 28.11	Land Use/UDA
		\$ 27.81		Bike/Ped/Complete Streets
		\$ 31.50		Context-Sensitive Design
		\$ 27.75		Urban Deisgn / Graphics
Administrative Assistant		\$ 21.15	\$ 21.15	Graphics / Admin. Support

**Personnel Direct Rates and Classification Rates
Resource Systems Group**

Project Title	Name	Apr-13 Rate	Year One Avg Rate	Role
Technical Manager III		\$ 100.05	\$ 100.05	Transit forecasting and project evaluation
Technical Manager II		\$ 65.82	\$ 63.95	Transit Forecasting
		\$ 62.07		Transit Market Research
Technical Manager I		\$ 54.52	\$ 55.24	Transit Forecasting
		\$ 55.96		Transit Forecasting
Planner/Engineer II		\$ 44.62	\$ 44.62	Transit Market Research
Planner/Engineer I		\$ 36.92	\$ 35.89	Transit Forecasting
		\$ 34.86		Transit Forecasting

**Personnel Direct Rates and Classification Rates
Foursquare Integrated Transportation Planning**

Project Title	Name	Apr-13 Rate	Year One Avg Rate	Role
President		\$60.10	\$60.10	Task order administration
Project Manager		\$ 49.12	\$ 49.12	Transit Planning and Analysis
Senior Transit Operations Planner		\$ 67.88	\$ 61.98	Transit Operations Planning
		\$ 56.08		Transit Operations Planning
Senior Transportation Planner		\$ 39.61	\$ 39.61	Transit Planning and Program Development
Transportation Planner		\$ 30.35	\$ 31.07	Transit Planning and Analysis
		\$ 30.13		Transit Planning and Analysis
		\$ 31.89		Transit Planning and Analysis
		\$ 31.89		Transit Planning and Analysis

**Personnel Direct Rates and Classification Rates
4Ward Planning**

Project Title	Name	Apr-13 Rate	Year One Avg Rate	Role
Managing Principal		\$ 86.35	\$ 86.35	Task order management
Senior Associate		\$ 60.00	\$ 60.00	GIS and Economic Impact Analysis
Analyst		\$ 35.00	\$ 35.00	Socio-economic and Real Estate Analysis

**Personnel Direct Rates and Classification Rates
Twaddell Associates**

Project Title	Name	Apr-13 Rate	Year One Avg Rate	Role
Managing Principal		\$ 76.14	\$ 76.14	Planning, public outreach, training



COMMONWEALTH of VIRGINIA

DEPARTMENT OF TRANSPORTATION
1401 EAST BROAD STREET
RICHMOND, VIRGINIA 23219 2600

Gregory A. Whirley
Commissioner

June 18, 2012

Ms. Linda Hall, Contract Audit Specialist
Michael Baker Corporation's Transportation Segment
4301 Dutch Ridge Road
Beaver, PA 15009

Dear Ms. Linda Hall:

We have reviewed the overhead rate schedule of Michael Baker Corporation's Transportation Segment which has been audited in accordance with criteria contained in the Federal Acquisition Regulations, Subpart 31.2.

Based on our review, the following overhead rates for the fiscal year ended December 31, 2011 are approved.

Overhead Rate:	<u>Combined</u>	<u>Home Office</u>	<u>Field Office</u>
	160.80%	167.12%	119.83%

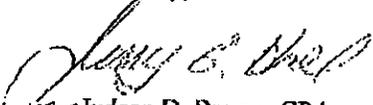
This approval shall be valid until June 30, 2013, when your December 31, 2012 overhead audit will be due. These rates are subject to adjustment upon receipt of additional information affecting the rates.

For all years that work is performed under cost plus net fee contracts with the Virginia Department of Transportation, you are required to submit an indirect cost (overhead) audit report prepared in accordance with the Federal Acquisition Regulations, Subpart 31.2, prepared by an independent CPA firm or cognizant government agency.

The terms of the agreement will determine the appropriate rate to be utilized for negotiation and billing.

If you have any questions, please contact me at (804) 225-3597.

Sincerely,


Judson D. Brown, CPA
WB/wb